Volunteer Organizations

Needs Assessment Survey

for Volunteers
in
Fitness, Recreation & Sport

May 1982 to March 1983

MANITOBA
DEPARTMENT OF
FITNESS, RECREATION AND SPORT

VOLUNTEER ORGANIZATIONS NEEDS ASSESSMENT SURVEY

For Volunteers in Fitness, Recreation and Sport

A project sponsored jointly by
The Volunteers in Public Service Program,
Employment Development and Youth Services Branch,
Department of Labour and Employment Services
and
The Department of Fitness, Recreation and Sport
Province of Manitoba

Research conducted and Report prepared by
Brenda Coburn

May, 1982 to March, 1983

TABLE OF CONTENTS

	PAGE
RECOMMENDATIONS	1
INTRODUCTION	8
PURPOSE	9
METHODOLOGY	9
PART A	
ORGANIZATIONAL PROFILE: FOR VOLUNTEERS IN FITNESS, RECREATION AND SPORT	12
Sample Size	12
Level of Organization	13
Type of Organization	14
Number of Years in Existence	15
Number of Active Volunteers	15
Estimated Annual Budget	16
Meetings	16
Committees	17
Number of Members	17
Age of Members	17
Gender	18
Years Involved	19
Occupation	20
Main Tasks and Responsibilities	21
Problems and Frustrations	22
Assistance through Dept. Fitness, Recreation & Sport	23
PART B	
VOLUNTEER ORGANIZATIONS INTERVIEWS	25
Level of Organization	25
Type of Organizations	26
Purpose of Organizations	27
History and Development	27
Benefits of Volunteer Involvement	29
Meeting Community Needs	31
Funding	32
Staffing	33
The Volunteer Management Model	34
Organizational Problems	37
Assistance Needed	38
Training Needs	39

PAGE

PART C

RECREATION CONSULTANTS INTERVIEWS 43
Involvement with Volunteers 43
Types of Volunteer Organizations 43
Trends in Volunteer Leadership 44
Frustrations in Dealing with Volunteers 44
Problems Volunteer Organizations Encounter . . . 45
Assistance Available to Volunteer Organizations 46
Mechanisms for Collecting Information 48
The Volunteer Management Model 48
Training Topics 49
Approaches to Training 52
Limitations to Training 52
Resistance to Training 52

PART D

RECREATION PROFESSIONALS GROUP INTERVIEW 54
Involvement with Volunteers 56
Types of Volunteer Organizations 56
Frustrations in Dealing with Volunteers 57
Problems Volunteer Groups Encounter 58
Assistance Needed 59
Mechanisms to Collect Information 60
Volunteer Management Model 60
Training Topics 61
Approach to Training 63
Limitations to Training 63
Resistance to Training 63
The Relationship Between Recreation Director and Commission/Board 64

PART E

CASE STUDY: PARKLAND REGION'S UTILIZATION OF A CO-ORDINATOR OF VOLUNTEERS 66

SUMMARY & CONCLUSIONS 69
Methodology 69
Who Volunteers 69
Level of Organizations 70
Type of Organization 70
Number of Years in Existence 71
Executives 71
By-Laws and Constitutions 72
Number of Members 72
Committees 72
Estimated Annual Budgets 72
Meetings 72
Trends in Volunteerism 72
Problems and Frustrations 72
Assistance Needed 74
Training 75
Approaches to Training 77
Time Commitment 77
Timing 77

PAGE

APPENDICES 79

APPENDIX "A" "Organizational Profile: For Volunteers in Fitness, Recreation and Sport" Questionnaire 79

APPENDIX "B" Department Fitness, Recreation and Sport, Regional Recreation Development Section, Volunteer Organizations formed by By-laws and Constitutions 81

APPENDIX "C" Volunteer Organizations Interview Form 87

APPENDIX "D" Recreation Consultants Interview Form 99

APPENDIX "E" Recreation Staff Group Interview Form 104

APPENDIX "F" Case Study Parkland Region's Utilization of a Co-ordinator of Volunteers 109

APPENDIX "G" Organizational Profile For Volunteers in Fitness, Recreation and Sport . . 124

APPENDIX "H" Volunteer Organizations Interviewed 128

APPENDIX "I" Recreation Consultants Interviewed 131

APPENDIX "J" Recreation Professionals Group Interviewed 133

APPENDIX "K" Job Description - Co-ordinator of Volunteers 1983-1984 136

VOLUNTEER ORGANIZATIONS NEEDS ASSESSMENT SURVEY

RECOMMENDATIONS

TRAINING

1. Volunteer organizations involved in fitness, recreation and sport activities are ready for and need training. Training must be conducted in order to better prepare the individuals for their roles within the organization. This will improve the effectiveness of the organizations.

2. Volunteer organizations require training in the following areas:

   (a) Roles and responsibilities of a board or executive member
   (b) Conducting effective meetings
   (c) Long and short term planning
   (d) Volunteer management (recruitment, selection, training, supervision, evaluation and recognition of volunteers)
   (e) Financial management
   (f) Problem solving and decision-making.

   This was identified by the volunteer organizations, recreation consultants and directors.

3. Training in the effective utilization of volunteers should be provided for recreation consultants of the Department of Fitness, Recreation and Sport and recreation directors throughout communities in the Province. The Co-ordinator of Volunteers could act as a resource and provide

training for staff to assist them in carrying out their mandate to:

(a) assist communities, recreation associations and agencies to develop recreation opportunites allowing all Manitobans to participate in activities of their choice;

(b) establish and maintain strong fitness recreation and sport commissions at the municipal district and regional levels as well as assist community volunteers to gain an understanding of how to effectively administer the operation of these commissions;

(c) provide resources and develop training opportunities to support recreation development efforts; and

(d) assist provincial sport associations with the growth and development of their activities, thereby allowing Manitobans increased opportunities to participate in sport activities of their choice and skill level. [1]

4. Volunteer organizations, training and development, should remain or become a top priority within the Regional Recreation Development Section.

5. The Department of Fitness, Recreation and Sport should continue Provincial Recreation Commission Members Training via the Annual Recreation Commission Members' Conference.

6. Training should be conducted preferably at the community-based and regional levels.

[1] Annual Report, Department of Fitness, Recreation and Sport, Province of Manitoba 1980-81 (pp. 5-12)

RESOURCE DEVELOPMENT

1. Training packages should be developed to be used as tools in the training of volunteers. The training packages should be standardized, professionally-prepared modules for community-based use. The modules must be flexible enough to allow for different levels of community and organizational development.

2. The Department of Fitness, Recreation and Sport should initiate the preparation of the training package materials and provide these materials for training.

3. Systems of staging communities and organizations should be encouraged and improved in order to determine levels of development and to provide base-line data from which to plan for volunteer development.

4. A suitable evaluation tool for measuring the effectiveness of a volunteer organization should be developed and utilized in order to open the door for volunteer training and organizational development. It should be brief and easy to administer.

5. An advisory volunteer leadership training committee should be established in each region to provide for volunteer input into the training of volunteers.

6. The literature and resource materials on volunteerism in the Department of Fitness, Recreation and Sport's Resource Centre should be expanded and made available to staff and volunteers.

VOLUNTEER MANAGEMENT MODEL

1. The 'Volunteer Management Model' as adopted by the Volunteer Centre of Winnipeg and the Department of Labour and Employment Services' Volunteers in Public Service Program should be encorporated within the Department of Fitness, Recreation and Sport. Programme objectives and strategies should be developed to facilitate effective volunteer management; that is effective recruitment, selection, orientation, training, supervision, evaluation and recognition of volunteers.

2. A standardized system of departmental volunteer recognition should be developed and implemented. This would include criterias for specific methods of recognition (such as pins, certificates, Recognition Dinners, etc.) at local, district, and provincial levels.

PUBLIC EDUCATION

1. A public education campaign should be initiated to clarify and promote the role of volunteerism within leisure, recreation, sport and fitness organizations.

2. Articles promoting the role of volunteerism should be written by the Co-ordinator of Volunteers and published regularly in order to increase volunteerism. Volunteerism must be recognized for the contribution it makes to 'community spirit'.

STAFFING

1. A Departmental Co-ordinator of Volunteers position should be funded through the Volunteers in the Public Service Programme 1983-84. In the fiscal year 1984-85, a staff year (SY) should be established with the Recreation Resource Development Section of the Department of Fitness, Recreation and Sport.

2. A Co-ordinator of Volunteers position should be established within each region. The Co-ordinator in each region will assist with and maximize volunteer training and organizational development for volunteer organizations on a community, district and regional level.

3. The Co-ordinators of Volunteers in each region will report to the Senior Recreation Consultant in the Regional Recreation Development Section and will work co-operatively with the Departmental Co-ordinator of Volunteers in the Recreation Resources Development Section.

4. The Co-ordinators of Volunteers would also receive support and resources through the Volunteers in Public Service Program, Youth and Employment Development Branch, Department of Labour and Employment Services and through the Volunteer Centre of Winnipeg.

A proposed Organizational Flow Chart is attached.

EVALUATION

1. An evaluation system must be developed to measure the effectiveness of the:

(a) training programmes for volunteers;

(b) development of resource materials for volunteers;

(c) public education programme;

(d) utilization of the volunteer management model within the Department of Fitness, Recreation and Sport and

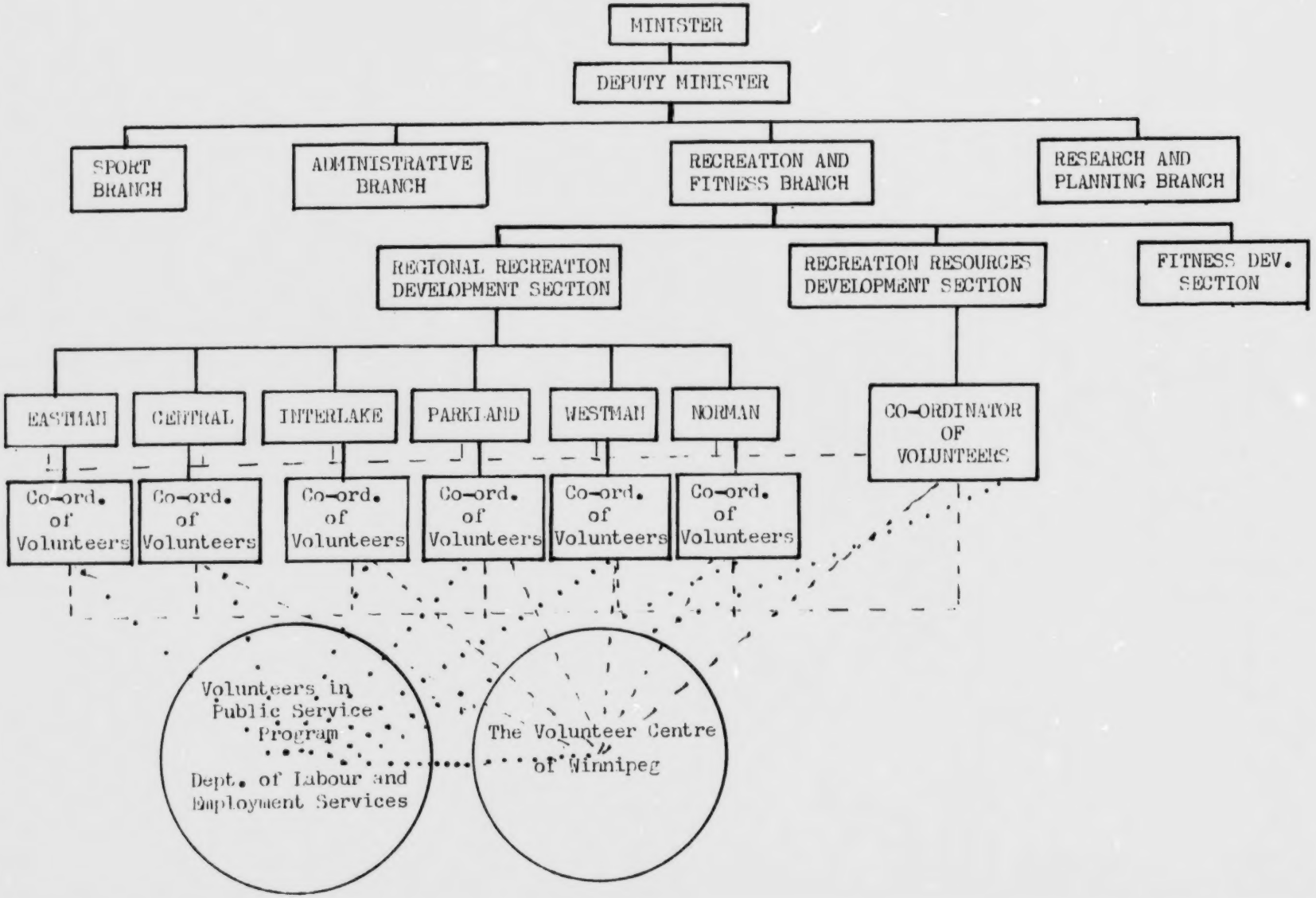
(e) the implementation of the Co-ordinators of Volunteers within the Department of Fitness, Recreation and Sport.

Evaluation must be conducted at various stages of the plan for completeness, utilization and quality control.

PROPOSED ORGANIZATIONAL FLOW CHART

The relationship among Departmental Co-ordinator of Volunteers, Regional Co-ordinators of Volunteers, the Department of Labour and Employment Services, Volunteers in the Public Service Programme and the Volunteer Centre of Winnipeg.

Department of Fitness, Recreation and Sport



DEPARTMENT OF FITNESS, RECREATION & SPORT

VOLUNTEER NEEDS ASSESSMENT SURVEY

INTRODUCTION

In 1981/82 Parkland Region applied for and received one Co-ordinator of Volunteers Position through the Volunteers in Public Service Program, Employment Development and Youth Services Branch, Department of Labour and Employment Services.

In 1982/83, Westman, West Norman, Interlake and East Norman applied for Co-ordinators of Volunteers positions; Parkland Region applied for and received approval for renewal of their Co-ordinator of Volunteers position.

In so far as the Volunteers in Public Service Program has limited positions available, 1982/83 Regional requests could not be met and it is unlikely more expanded requests in future years could be met.

Objectives of the Volunteers in Public Service Program and the Regional Recreation Development Section of the Department of Fitness, Recreation and Sport are closely aligned in many areas including those of 'increased volunteer utilization' and 'the development of effective volunteer structures'.[1]

[1] Minister's Handbook 1982/83.

One Co-ordinator of Volunteers position was approved in 1982/82 in order to research and recommend the most appropriate role for a Co-ordinator of Volunteers position within the Department of Fitness, Recreation and Sport. This was accomplished by conducting a comprehensive research survey of volunteer development needs of volunteer associations and with recreation consultants and directors in the seven regions (Westman, Parkland, Central, Interlake, Eastman, East Norman, West Norman) of the Department of Fitness, Recreation and Sport.

PURPOSE

The purpose of the Volunteer Needs Assessment Survey was to better enable the Department of Fitness, Recreation and Sport to determine what supports to provide for volunteers, recreation consultants and directors involved in fitness, recreation and sport activities in the seven regions of Manitoba.

METHODOLOGY

The Volunteer Needs Assessment Survey consisted of five parts:

A) Organizational Profile: For Volunteers in Fitness, Recreation and Sport Questionnaire

B) Volunteer Organizations Interviews

C) Department of Fitness, Recreation and Sport - Recreation Consultants Interview

D) Recreation Staff Group Interview

E) Case Study - Parkland Region's utilization of a Co-ordinator of Volunteers.

PART A

Organizational Profile: For Volunteers in Fitness, Recreation and Sport

(See Appendix "A")

"The Organizational Profile: For Volunteers in Fitness, Recreation and Sport" was a questionnaire conducted by mail. One hundred and twenty-five questionnaires were issued and mailed from the Regional offices to volunteer organizations that were formed by by-laws and constitutions as selected from the 'Regional Recreation Development Section, Volunteer Organizations' list (see Appendix "B") provided by the regional consultants. Seventy-three Organizational Profiles were returned.

PART B

Volunteer Organizations Interviews

(See Appendix "C")

A minimum of four, maximum of seven, volunteer groups were selected in each region in conjunction with the recreation consultants.

A meeting was arranged with no less than two volunteers representing their organization.

An indepth interview was conducted.

The groups were selected to represent a cross-section of volunteer organizations involved in fitness, recreation and sport activities throughout the regions.

A total of 30 organizations were interviewed.

PART C

Recreation Consultant's Interviews

(See Appendix "D")

Each Department of Fitness, Recreation and Sport Regional Recreation Consultant was interviewed utilizing a standard interview format. Eight interviews were conducted with a total of 15 Consultants.

PART D

Recreation Staff Group Interviews

(See Appendix "E")

A group interview was conducted in Westman, Parkland, Central, Interlake and Eastman Regions with recreation directors. The interview involved both workshop format and individual questionnaire portions. Individual interviews were conducted in East Norman Region because it was not feasible due to distance and travel expense to conduct one group interview. A total of 33 recreation directors were interviewed.

PART E

Case Study - Parkland Region's Utilization of a Co-ordinator of Volunteers

(See Appendix "F")

The utilization of Co-ordinator of Volunteers in Parkland Region was examined.

VOLUNTEER ORGANIZATIONS NEEDS ASSESSMENT SURVEY

ORGANIZATIONAL PROFILE
FOR VOLUNTEERS IN FITNESS, RECREATION & SPORT

The "Organizational Profile: for Volunteers in Fitness, Recreation & Sport" questionnaires were mailed to 125 organizations that were formed by by-laws and constitutions throughout the regions (Westman, Parkland, Central, Interlake, Eastman, East Norman, West Norman) in Manitoba.

The purpose of the Organizational Profile was to 1) collect data on the organizations and 2) on their members, and 3) to investigate their needs in order to determine the supports and resources the Department of Fitness, Recreation and Sport could be providing.

SAMPLE SIZE

Of the one hundred and twenty-five questionnaires mailed, 73 were returned. This is a return rate of 58%. Considering the targeted return was anticipated to be 65 or 52%, this is quite a good response.

Appendix "G" lists the organizations.

FIGURE A-1

ORGANIZATIONAL PROFILES DISTRIBUTED & RETURNED BY REGION

Region	Number Distributed	% of Total Distributed	Number Returned	% of Total Returned	Return Rate %
Westman	26	20%	15	20%	58%
Parkland	14	11%	14	19%	100%
Central	42	34%	21	29%	50%
Interlake	16	13%	4	5.5%	25%
Eastman	11	9%	7	10%	64%
East Norman	7	6%	4	5.5%	57%
West Norman	9	7%	8	11%	88%
TOTAL	125	100%	73	100%	58%

LEVEL OF ORGANIZATION

There are three levels of organizations represented through the return of the Organizational Profiles: 1) regional (representing the whole region); 2) district (representing a group of communities); and 3) local (representing a single community). Figure A-2 displays the level or organizations.

FIGURE A-2

LEVEL OR ORGANIZATIONS
RETURNING PROFILES

Level	Number	Percentage
Regional	8	11%
District	29	40%
Local	36	49%
TOTAL	73	100%

TYPE OF ORGANIZATION

The organizations have been grouped in the following categories: Recreation Commissions, recreation committees and community clubs, cultural and art groups, sport development associations, facility operating organizations and others. See Figure A-3.

FIGURE A-3

TYPE OF ORGANIZATIONS
RETURNING PROFILES

Type of Organization	Number	Percentage
Recreation Commissions	35	48%
Recreation Committees/Community Clubs	19	26%
Sport Development Associations	3	4%
Cultural and art groups	9	12%
Facility Operators	4	5%
Others	3	4%
TOTAL	73	100%

NUMBER OF YEARS IN EXISTENCE

The organizations have been in existence ranging from 2 to 100 years. The mean (average) number of years is 12; the mode (most frequent) is 3 years. (The mean is as high as 12 due to two organizations having been in existence over 100 years.)

NUMBER OF ACTIVE VOLUNTEERS

There is a total of 1,652 volunteers active in 70 organizations. The mean is 13, the mode is 10. The number of active volunteers ranges from 4 to 300 throughout the organizations.

ESTIMATED ANNUAL BUDGET

The organizations have estimated annual budgets ranging from $500. to $700,000. Figure A-4.

FIGURE A-4

ESTIMATED ANNUAL BUDGETS

Range	Number	Percentage
- 10,000	17	23%
10,000 - 35,000	28	38%
35,001 - 100,000	9	12%
100,000 +	10	14%
did not say	9	12%
TOTAL	73	100%

MEETINGS

The majority of the organizations meet once per month. Figure A-5 displays the frequency of meetings.

FIGURE A-5

FREQUENCY OF MEETINGS

Frequency	Number	Percentage
Less than once per month	18	24%
Once per month	52	71%
Other	3	5%
TOTAL	73	100%

COMMITTEES

Fifty-three percent of the organizations (N=53) are subdivided into committees while 47% (N=33) are not.

NUMBER OF MEMBERS

There are 637 members in the 66 organizations who completed this portion of the questionnaire. The number of members ranges from 3 - 30. The mean average is 10 members; the mode is 10 members.

AGE OF MEMBERS

The majority of members (67%) fall within the 25 - 44 year range. Figure A-6 displays the distribution of members by age category.

FIGURE A-6

DISTRIBUTION OF MEMBERS
BY AGE

Age (in years)	Number	Percentage
Under 24	32	5%
25 - 44	421	67%
45 - 64	149	24%
65+	25	4%
TOTAL	637	100%

GENDER

Sixty-percent of the volunteer organization members are male; 40% are female. See Figure A-7.

FIGURE A-7

DISTRIBUTION OF MEMBERS
BY GENDER

Gender	Number	Percentage
Male	378	60%
Female	255	40%
TOTAL	633	100%

YEARS INVOLVED IN THE ORGANIZATION

The majority (53%) of the members have been involved with the organization for two years or less. The distribution of involvement is displayed in Figure A-8.

FIGURE A-8

YEARS INVOLVED IN THE ORGANIZATION

Number of Years	Number	Percentage
1 or less	143	23%
2	187	30%
3	72	11%
4 - 5	97	16%
6 - 9	65	11%
10+	50	8%
TOTAL	614	100%

OCCUPATION

Figure A-9 shows the distribution of members by occupation. There does not appear to be any dominant occupation category. The most common are homemakers (22%), farmers (16%) and educators (11%).

FIGURE A-9

DISTRIBUTION OF MEMBERS
BY OCCUPATION

Occupation	Number	Percentage
Education	67	11%
Secretary/Clerical	31	5%
Homemaker	136	22%
Executive/Manager	44	7%
Businessman	34	5%
Professional	55	8%
Sport and Recreation	22	3%
Technician	57	9%
Farmer	98	16%
Labourer	20	3%
Sales	10	1%
Retired	18	2%
Student	2	0%
Other	38	6%
TOTAL	632	100%

MAIN TASKS AND RESPONSIBILITIES

The respondants were asked to list 5 or 6 of their main tasks, responsibilities or jobs that their organization carries out. The most common was recreation programming, mentioned by 79%. Others mentioned are displayed in Figure A-10.

FIGURE A-10

MAIN TASKS AND RESPONSIBILITIES

Task and Responsibility	Number	Percentage
1. Recreation programming	55	79%
2. Preparing budget	31	44%
3. Operating and managing facilities	30	43%
4. Managing finances (obtaining and allocating funds)	25	36%
5. Liasing with community groups and/or Government Agencies	22	31%
6. Hire/supervise/advise staff	14	20%
7. Policy formation	10	14%
8. Training/leadership development	9	13%
9. Fundraising	7	10%
10. Public relations & communication	7	10%

Note that these are the most commonly mentioned tasks and responsibilities. This is not necessarily the order of importance to the amount of time necessary.

PROBLEMS AND FRUSTRATIONS

When asked what problems and frustrations they face as a voluntary organization trying to perform their main tasks, 45% (N=32) stated that they lack volunteers and have difficulty recruiting new volunteers. Thirty-four percent (N=24) mentioned that they lack the funds to do the job they would like to be able to do. Twenty-seven percent (N=19) saw public apathy and a lack of public awareness and support as a problem and frustration. See Figure A-11 for a complete breakdown of problems and frustrations.

FIGURE A-11

PROBLEMS AND FRUSTRATIONS FACED BY VOLUNTARY ORGANIZATIONS

Problem and Frustration	Number	Percentage
1. Lack of volunteers	32	45%
2. Lack of Funds	24	34%
3. Public apathy/lack of public awareness and support	19	27%
4. Poor/lack of communication	10	14%
5. Obtaining and allocating funds	7	10%
6. Poor/or lack of facilities	6	8%
7. Large distances to travel	6	8%
8. Lack of time	4	5%
9. Lack of commitment by volunteers	4	5%
10. Relating to town or municipal council	4	5%
11. No authority to make decisions	3	4%
12. No response	3	4%

ASSISTANCE THROUGH THE DEPARTMENT OF FITNESS, RECREATION & SPORT

The respondants were asked how the Department of Fitness, Recreation and Sport could assist them in becoming more effective in performing their main tasks, responsibilities and jobs. Forty-two percent (N=27) felt the Department could help by offering (more) training opportunites (clinics, conferences and workshops) for volunteers and for recreation directors. (Specific topics mentioned include "Recruiting and Keeping Volunteers", "Role and Function of the Recreation Commission", "Time Management".)

Nineteen percent (N=12) felt the Department could provide them with greater financial assistance. Another 19% (N=12) were satisfied that the Department is doing an excellent job and should continue what it is doing. Twelve percent (N=8) would like to see more personal contact by the staff, and more guidance and direction. See Figure A-12 on the following page.

FIGURE A-12

HOW THE DEPARTMENT OF FITNESS, RECREATION & SPORT COULD ASSIST THE VOLUNTARY ORGANIZATIONS BECOME MORE EFFECTIVE

Assistance	Number	Percentage
1. Offering (more) training opportunities	27	42%
2. Providing financial assistance	12	19%
3. Continue what they are doing/they are doing an excellent job	12	19%
4. More personal contact by staff/more guidance and direction	8	12%
5. Publicizing and marketing new programme ideas	7	11%
6. Improve communication and information distribution	6	9%
7. Develop standardized duties and responsibilities for recreation commissions and directors	4	6%
8. Develop a system for volunteer recognition	3	5%
9. Assist with master planning	2	3%
10. Facilitate formation of a Provincial Recreation Commission Association	2	3%
11. Show the benefits and provide funding for hiring a full time director	2	3%
12. No response	9	14%

VOLUNTEER ORGANIZATIONS NEEDS ASSESSMENT SURVEY

VOLUNTEER ORGANIZATIONS INTERVIEWS

Indepth interviews were conducted with representatives from thirty volunteer organizations involved with fitness, recreation and sport activities throughout the regions (Westman, Parkland, Central, Interlake, Eastman, East Norman, West Norman) in the Province of Manitoba. Appendix "H" lists the organizations interviewed.

The purpose of the interviews was to investigate the needs of the volunteer organizations in order to determine the supports and resources the Department of Fitness, Recreation and Sport could provide for them.

LEVEL OF ORGANIZATION

There were three levels of organizations interviewed: 1) regional (representing the whole region); 2) district (representing a group of communities); and 3) local (representing a single community). Figure B-1 displays the level of the organizations. There were seven regional (23%), six district (20%) and seventeen local organizations (57%).

FIGURE B-1

LEVEL OF ORGANIZATIONS INTERVIEWED

Level of Organization	Number	Percentage
Regional	7	23%
District	6	20%
Local	17	57%
TOTAL	30	100%

TYPES OF ORGANIZATIONS

The organizations have been grouped in the following categories: 1) recreation commissions, 2) recreation committees, 3) sport organizations, 4) art and cultural organizations, 5) others. See Figure B-2.

FIGURE B-2

TYPE OF ORGANIZATIONS INTERVIEWED

Type of Organiztion	Number	Percentage
Recreation Commission	9	30%
Recreation Committee	10	33%
Sport Organization	5	17%
Art and Cultural	5	17%
Other	1	3%
TOTAL	30	100%

PURPOSE OF THE ORGANIZATION

The purpose of twenty of the organizations (67%) interviewed is to act as an umbrella organization co-ordinating, advising and organizing recreation activities and service. The purpose of five organizations (17%) is to develop art and culture or sport throughout a specific region. Four organizations' (13%) purpose is the development of a specific skill; one (3%) is to manage a facility.

Eighty-seven percent (N=26) of the organizations indicated that their purpose is stated in writing while 13% (N=4) said theirs was not.

When asked whether they felt citizens in their community(ies) were aware of the purpose of the organization 60% (N=18) stated yes; 10% (N=3) stated no; 30% (N=9) did not know.

HISTORY AND DEVELOPMENT

Number of Years in Existence: The organizations have been in existence ranging from one year to twenty-eight years. The mean (average) number of years in existence is 8.5 years; the mode (most frequent) is 3 years.

Executives: Ninety-three percent (N=28) of the organizations have executives consisting of Chairperson (or President), Vice-Chairperson, Secretary and Treasurer (or Secretary - Treasurer). Seven percent (N=7) organizations do not have formal executives.

Number of Members: The number of members in each organization ranges from 3 to 40. The mean number of members is 12; the mode, 9 members.

By-Laws and Constitutions: Eighty-three percent (N=25) of the organizations are formed by by-laws and constitutions; 17% (N=5) are not.

Each member has a copy of the by-laws and constitutions or are aware of their existence in 67% (N=20) of the organizations while in the other 33% (N=10) members are not aware.

Of those aware of their bylaws and constitutions, 65% stated that they did not know of any revisions ever being made. Thirty percent stated revisions had been made within the past two years.

Committees: Sixty percent of the organizations (N=18) were sub-divided into committees; 40% (N-12) were not.

Meetings: The majority, 77% (N=23) of the organizations meet one a month. Ten percent (N=3) meet twice per month, 3% (N-1) meet bi-monthly.

There is an agenda in 90% (N=27) of the meetings although only 43% of the time is there a copy for everyone in attendance.

Minutes are recorded and circulated by 63% of the organizations (N-19) while 37% record only.

When asked their opinion on how effective their meetings are 76% (N-23) felt their meetings were quite effective since they get the job done. Twenty-three percent (N-7) felt that the meetings were not very effective at all.

There are some recurring problems that if eliminated, the effectiveness of the meetings would increase.

The most common problem is poor attendance at meetings. Sixty percent (N=12) indicated that the attendance at their meetings could be better. Twenty-seven percent (N=18) felt they could be more effective if they cold involve more new people in their meetings.

Twenty-three percent (N=7) felt their meetings could be more effective if they were trained in or followed proper meeting procedures.

Other problems include lack of support from council (10%) and distances to travel (3%). See Figure B-3.

FIGURE B-3

PROBLEMS IN CONDUCTING MEETINGS

Problems	Number	Percentage
Poor Attendance	18	60%
Lack New People Involved	8	27%
Use Proper Procedures	7	23%
Lack of support from Council	3	10%
Distance to travel	1	3%

Council Representation

Municipal or town council is represented by having one or more members on all recreation commissions and on four of ten recreation committees. Councils are kept informed through their representative and by receiving copies of commission and committee minutes.

BENEFITS OF VOLUNTEER INVOLVEMENT

Each organization interviewed stated they were totally a voluntary one. When asked what benefits there are in volunteer involvement responses were as follows: 1) personal satisfaction and a sense of achievement; 2) gaining of experience, the skills development and training as benefits; 3) social benefits; the opportunity to meet and be with people; 4) benefiting indirectly because there are activities and facilities available for the children; 4) an opportunity for recognition; 5) having input into the decision making process and a sense of civic responsibility. Only one response indicated they felt there was very little benefit for volunteers and that they had far too much work. See Figure B-4.

FIGURE B-4

BENEFITS IN VOLUNTEER INVOLVEMENT

I For Volunteers

Benefit	Number	Percentage
1. Personal satisfaction	15	50%
2. Experience, skill development, training	13	43%
3. Social experience	11	37%
4. For the children	7	23%
5. Opportunity for recognition	3	10%
6. Input into decision-making	2	7%
7. Very little, too much work	1	3%

II For the Community

Benefit	Number	Percentage
1. Having activities and services available	22	73%
2. Community development and spirit	12	40%
3. Curbs vandalism 'keeps kids off the streets'	4	13%
4. Input into decision-making	3	10%

There were also benefits for the community(ies) through the volunteer involvement in the organizations. Seventy-three percent (N=22) felt that having the organizations services and activities available because of the volunteer involvement was a great benefit to the community. Much of the activities and services simply would not exist without volunteers. Forty percent (N=12) saw community development and growth of community spirit as benefits. The community benefits by having input into decision-making through volunteer representatives (10%) and by curbing vandalism by 'keeping the kids off the streets (13%).

MEETING COMMUNITY NEEDS

The volunteer organizations meet a variety of needs in their communities. There are, however, certain needs the organizations would like to be able to meet but are not currently able to do so. Forty percent (N=12) mentioned that they would like to provide more programmes. Twenty-seven percent (N=8) feel they need more or improved facilities. More volunteer involvement was viewed as a need by 17% (N=5) of the organizations.

Reasons preventing these needs from being met include: 1) lack of funds (47%, N=14); 2) lack of organizational experience and expertise (10%, N=3) and 4) distance (7%, N=2). See Figure B-5.

FIGURE B-5

COMMUNITY NEEDS

I Community Needs Currently Not Being Met

Need	Number	Percentage
1. More programmes	12	40%
2. More or improved facilities	8	27%
3. More volunteer involvement	5	17%

II Reasons Preventing Needs from Being Met

Need	Number	Percentage
1. Lack of funds	14	47%
2. Lack volunteer leadership	13	43%
3. Lack organizations experience and expertise	3	10%
4. Distance	2	7%

FUNDING

Seventy-seven percent (N=23) of the organizations receive funding from the Department of Fitness, Recreation and Sport to some extent. Thirty-seven percent (N=11) receive funds through town or municipal council. Programme fees are collected by 70% of the organizations (N=21). Fund raising is conducted by 53% (N=16). See Figure B-6.

Eighty-seven percent of the organizations interviewd (N=26) have an annual budget. Thirteen percent (N=4) have no formal budget.

FIGURE B-6

FUNDING

Source	Number	Percentage
1. Department of Fitness, Recreation and Sport	23	77%
2. Town/Municipal Council	11	37%
3. Programme Fees	21	70%
4. Fundraising	16	53%

STAFFING

Nine of the thirty organizations interviewed (36%) have full-time staff persons. Of these, eight are recreation commissions, one is a recreation committee.

Six of the nine organizations (67%) with full-time staff persons stated that they have no or very little problems in dealing with staff. Problems that were mentioned include staff making decisions without consulting with the commission, lack of supervision and monitoring accountability.

Supervision

Supervision is provided to the staff person by the commission in seven of the nine organizations (78%). In the other two organizations, supervision is provided by town council.

The type of supervision provided was described as minimal, loose, advisory, disciplinary, guidance and direction and informal feedback.

Job Description

In each case, the full-time staff person did have a written job description.

Staff Evaluation

Only one of the nine organizations stated that an annual performance appraisal is conducted by the commission in order to evaluate the staff. The other eight organizations have no formal systems of evaluation.

Feelings about Supervising Staff

When asked, 'As a volunteer organization, how do you feel about having staff to supervise', eight of the nine again felt it was no problem and that it doesn't or should not require much of them. One organizaion felt ambivelent towards supervision because they don't believe they are doing the most effective job.

THE VOLUNTEER MANAGEMENT MODEL

The organizations were questioned in regards to the recruitment selection, training, supervision, evaluation and recognition of volunteers.

Fifty-seven percent (N=17) of the organizations felt that they did not have an adequate number of volunteers to run the programmes and services that they provide.

Recruitment

There does not appear to be any planned recruitment strategies. Volunteers are recruited primarily through personal contact by existing members of the organizations. A small number of organizations (N=4 or 13%) mentioned that they advertise for volunteers through posters, newspaper or letters.

Problems with Recruitment

The organizations seem to have a great deal of difficulty with the recruitment of volunteers. The most common problem mentioned by 70% of the organizations (N=21) is that it is hard to get new people involved - it's the 'same people all the time'. Keeping volunteers was viewed as a problem by 20% (N=6). Other problems include having unskilled volunteers (10%) and large distance and lack of accessibility (6%). Three organizations (10%) did not perceive themselves

having any difficulties recruiting volunteers. See Figure B-7.

FIGURE B-7

PROBLEMS RECRUITING VOLUNTEERS

Problems	Number	Percentage
1. Getting new people involved (same people all the time)	21	70%
2. Keeping Volunteers	6	20%
3. Unskilled Volunteers	3	10%
4. Distance, accessibility	2	7%
5. No problems	3	10%

Selection and Placement

Volunteers either choose or are appointed to their positions in the organization. There does not appear to be any formal processes of selection and placement of volunteers.

Orientation

Two of the thirty organizations (7%) stated that they provide some type of orientation for new volunteers in order to acquaint the individual to the organization and to their specific role. In the remaining 93%, no formal type of orientation is provided. However 5 organizations (17%) did mention that they supply background material, minutes and reading materials to new volunteers and that the 'old' volunteers help out the new ones.

Job Descriptions

Eighty-four percent (N=25) of the organizations do not have written job descriptions for their volunteer positions. Six percent (N=2) do have written job descriptions, while 10% (N=3) have job descriptions for Executive positions only as outlined in their constitution.

Leadership Training

Respondents were asked if they provide leadership training opportunities for the volunteers. Eighty percent (N=24) stated that the volunteers have the opportunity and are encouraged to attend various workshops, conferences, clinics and seminars conducted by the Department of Fitness, Recreation and Sport or other agencies. Seventeen percent (N=5) feel they do not provide any leadership training opportunities.

Evaluation of Volunteers

None of the organizations interviewed conduct any formal type of evaluation with the volunteers involved. The general feeling is that volunteers are evaluated by the success or failure of the programmes, by themselves, through peer pressure and public feedback.

Recognition of Volunteers

When asked how the organizations recognize (reward or acknowledge) volunteers, 27% (N=2) felt that they do not do so at all. There are no uniform methods throughout the organizations of recognizing volunteers. The most common form, mentioned is through dinners, parties and social events. Others award volunteers with momentos such as certificates, pins, trophies and awards. Thanks, either written or verbal, are extended. Other forms of recognition include public acknowledgement; the opportunity to attend training; personal satisfaction; and honourarium. Figure B-8 lists the forms of recognition.

FIGURE B-8

RECOGNITION OF VOLUNTEERS

Method of Recognition	Number	Percentage
1. No methods of recognition	8	27%
2. Dinners, parties, social events	16	53%
3. Certificates, pins, trophies, awards	9	30%
4. Verbal or written thanks	5	17%
5. Public acknowledgement	3	10%
6. Opportunity to attend training	2	7%
7. Personal satisfaction	2	7%
8. Honourariums	1	3%

ORGANIZATIONAL PROBLEMS

The organizations were asked what problems they faced trying to perform the main tasks, responsibilities and jobs that they carry out. The most common problem, is that they lack volunteers and have difficulty recruiting volunteers. A lack of funds was the second most common problem. Others felt that they lack the time to do their jobs; that the volunteers involved lack enthusiasm or have a non-committed attitude towards their responsibilities; there is a lack of community support; a lack of communication with other organizations; lack of planning; and a lack of new program ideas. See Figure B-9.

FIGURE B-9

PROBLEMS ENCOUNTERED

Problem	Number	Percentage
1. Lack of volunteers/recruiting volunteers	14	47%
2. Lack of funds	12	40%
3. Lack of time to do the job	9	37%
4. Lack of enthusiasm/non-comital of volunteers	8	27%
5. Lack of community support	5	17%
6. Lack of communication with other organizations	2	7%
7. Lack of planning	2	7%
8. Lack of new programme ideas	2	7%

ASSISTANCE NEEDED

The organizations were asked how the Department of Fitness, Recreation & Sport could assist them. There seemed to be, overall, a very positive attitude towards the department and the services provided. Sixty-three percent (N=19) of the organizations stated that the Department could assist them by continuing or increasing financial support through the grant system. Forty-three percent felt the department could increase training opportunities and resources for volunteer organizations.

The feeling that the department could increase the organizations funds so that they could hire a full-time recreation worker was mentioned by 27% (N=8). Seventeen percent (N=5) could use assistance to help them increase the effectiveness of their organizations. See Figure B-10.

FIGURE B-10

HOW THE DEPARTMENT OF FITNESS, RECREATION & SPORT COULD ASSIST VOLUNTEER ORGANIZATIONS

Assistance	Number	Percentage
1. Continue or increase grants	17	63%
2. Increase training opportunities	13	43%
3. Increase funds to hire recreation worker	8	27%
4. Assistance to increase effectiveness of the organization	5	17%

TRAINING NEEDS

The organizations were presented with a list of possible training topics. They were asked to select and priorize the topics that they felt members in their organization would commit themselves to for further training in order to better prepare the individuals for their roles in the organization and thereby improve the effectiveness of the organization. Figure B-11 lists the topics in order of priority.

Topics selected are: 1) Roles and Responsibilities of a board or executive member; 2) financial management; 3) conducting effective meetings; 4) long and short term planning; and 5) volunteer management (recruitment, selection, training, evaluation, supervision and recognition.

FIGURE B-11

TRAINING TOPICS IN ORDER OF IMPORTANCE

Rating	Topic
1	Roles and responsibilities of a board or executive member
2	Financial Management
3	Conducting effective meetings
4	Long and short term planning
5	Volunteer Management (recruitment, selection, training, evaluation, supervision and recognition)
6	Marketing and public relations
7	Fundraising
8	Management skills
9	Effective speaking/communication skills
10	Problem solving and decision-making
11	Leadership and group dynamics
12	Interpersonal skills
13	Staff/volunteer relations
14	Others

Approaches to Training

When asked what were the most appropriate approaches or formats to training, the overwhelming response was that there be workshops, seminars or presentations. This was mentioned by 97% of the organizations (N=29). Sixty percent (N=18) mentioned that they would prefer the events to be specifically for their own organization (rather than having an event for representatives of a number of organizations).

Location

Seventy-seven percent (N=23) would prefer the events to be conducted locally. Twenty-seven percent (N=8) would prefer Regional events. (7 or the 8 are regional organizations). One organization (3%) would prefer provincial events.

Frequency

Thirty-three percent (N=10) would like to see workshops twice per year, 30% (N=9) once per year, for 36% (N=11) it would depend on various things.

Timing

Fall seems to be the most popular time for training events to be conducted (57%, N=7) followed by Spring (33%, N=10) and Winter (10%, N=3). For 37% (N=11) weekday evenings would be preferred while 23% (N=7) prefer weekend days. It does not matter for another 23% (N=7).

Time Commitment

The volunteers were asked how much time they were personally prepared to commit to improve their performance as a volunteer (realizing this was a very subjective question). The responses ranged from 0 hours to 100 hours per year. The mean average is 15 hours per year. Sixty percent (N=18) felt they would be willing to commit between 12 and 24 hours per year to improve their performance as a volunteer. See Figure B-12.

FIGURE B-12

TIME VOLUNTEERS ARE WILLING TO COMMIT TO
IMPROVE THEIR PERFORMANCE

Time Commitment	Number	Percentage
0 hours per year	1	33%
1 - 11 hours per year	7	23%
12 - 24 hours per year	18	60%
24 + hours per year	3	10%
it depends/did not say	4	13%

mean average = 15 hours per year
mode = 12 - 24 hours per year
range = 1 - 100 hours per year

VOLUNTEER ORGANIZATIONS NEEDS ASSESSMENT SURVEY

RECREATION CONSULTANTS' INTERVIEWS

Eight interviews were conducted in seven regions of the Province of Manitoba with a total of fifteen Department of Fitness, Recreation and Sport Regional Recreation Consultants. (see Appendix "I") The purpose of the interviews was to solicit staff input into the needs of the volunteer organizations that the Consultants relate to directly.

INVOLVEMENT WITH VOLUNTEERS

It was found that a great deal of the Consultants' involvement is with volunteer organizations. The majority of contact people within a community or organization are volunteers.

TYPES OF VOLUNTEER ORGANIZATIONS

Types of volunteer organizations that Recreation Consultants are involved with include:

- Recreation Commissions and/or Boards
- Recreation Committees
- Community Clubs
- Regional Organizations
- Sport Groups
- Art Groups
- Special Interest Groups
- Municipal Council/Band Council
- School Boards

TRENDS IN VOLUNTEER LEADERSHIP

Consultants were asked what trends they have noticed in volunteer leadership over the past two to three years.

Consultants in four regions (57%) perceived that there has been a decrease in volunteerism. The Consultants in the other three regions perceived there has been more volunteerism (14%); the same amount of volunteerism (14%); and the same or less (14%).

In addition, Consultants in five of seven regions (72%) perceived that there are the 'same old people' volunteering time and time again. (see Figure C-1)

Consultants in three regions (43%) indicated that they felt people want to be paid for their services and are not prepared to volunteer their time.

FIGURE C-1

TRENDS IN VOLUNTEER LEADERSHIP

Trend Responding	Percentage
1. Decrease in volunteerism	57%
2. Increase in volunteerism	14%
3. Same amount of volunteerism	14%
4. 'Same people' all the time	72%
5. People wanting to be paid	43%

FRUSTRATIONS IN DEALING WITH VOLUNTEERS

The most common frustrations in dealing with volunteers are: 1) the volunteers' lack of commitment; 2) volunteers not recognizing a need for their own training; 3) the Consultants' unrealistic expectations of volunteers; 4) not being able to provide the supports needed; 5) the turn-over and lack of consistency among volunteers and volunteer organizations. See Figure C-2.

FIGURE C-2

FRUSTRATIONS IN DEALING WITH VOLUNTEERS

	Frustration	Percentage Responding
1.	Lack of commitment	86%
2.	Not recognizing a need for training	71%
3.	Consultants' unrealistic expectations	57%
4.	Not able to provide resources	57%
5.	Turn-over/Lack of Consistency	28%

PROBLEMS VOLUNTEER ORGANIZATIONS ENCOUNTER

When asked what some of the most frequent recurring problems or stumbling blocks that volunteer groups seem to encounter or fail to deal with effectively, the most common responses were: recruiting volunteers; lack of training of the volunteers; poor base-level organizational management such as conducting meetings, budgetting, planning, setting goals and objectives; volunteer organizations not recognizing or taking advantage of resources which are available to them; a lack of funds; a lack of leadership and direction; and poor status or lack of support in the community. See Figure C-3.

FIGURE C-3

PROBLEMS VOLUNTEER ORGANIZATIONS ENCOUNTER

Problem	Percentage Responding
1. Recruiting Volunteers	100%
2. Lack of Training	71%
3. Poor Organizational Management	71%
4. Not recognizing Resources	43%
5. Lack of funds	43%
6. Lack of Leadership and Direction	43%
6. Poor status/Lack of Support in community	43%

ASSISTANCE AVAILABLE TO VOLUNTEER ORGANIZATIONS

The Consultants in each region have provided assistance to the volunteer organizations in the regions during the past year and plan to continue to do so in the next year. The assistance provided is: (1) consultation (liaising, advising, encouraging, providing resources and organizational assistance); (2) funds; and (3) training opportunities. See Figure C-4.

FIGURE C-4

ASSISTANCE PROVIDED TO VOLUNTEER ORGANIZATIONS

Assistance	Percentage Responding
Consultation	100%
Funds	100%
Training Opportunities	100%

The Consultants felt the volunteer organizations seem to need assistance in the following areas: recruiting and keeping volunteers; basic organizational management; communications and public relations; fund-raising; and programming activities and facilities.

See Figure C-5.

It was felt that assistance could be provided to volunteer organizations so that they could be more effective in their volunteer jobs by providing more 'one to one' consultative services; more training and skill development opportunities; and more resource materials.

Generally, it appeared that the approach would need to be intensive, professional and standardized (although flexible enough to meet the needs of any organization regardless of their level of development).

FIGURE C-5

ASSISTANCE NEEDED

	Item	Percentage Responding
1.	Recruiting and Keeping Volunteers	100%
2.	Organizational Management	100%
3.	Communications/Public Relations	57%
4.	Fundraising	57%
5.	Programming	57%

Given the present situation, the Consultants felt they could provide their own skills and knowledge through consultative services, some resource materials, some funds and some (although limited) training opportunities.

Restrictions existing that would make it unable for the resources to be provided given the present situation, include: (1) lack of time due to other demands of the job (2) lack of manpower (3) lack of funds (4) distances to travel and the large size and accessibility of some regions and (5) attitude and perception of need by the volunteers in the organizatins.

In order that assistance best be provided there would need to be a co-operative effort within the Department of Fitness, Recreation and Sport involving the Regional Recreation Development Section, Recreation Resources Development Section, other sections of the Department with input from volunteer organizations.

MECHANISMS FOR COLLECTING INFORMATION

Few mechanisms have been initiated in the regions to collect information on volunteers. Volunteer organizations and contact persons are closely monitored and updated regularly. The number of volunteers active, the number of volunteer hours contributed, and the age, sex, education and occupation of volunteers are not collected and recorded in any of the regions other than Parkland. Parkland Region has had a Co-ordinator of Volunteers on staff for the past two years who does collect and record this information for specific sport groups to which she relates.

There seems to be problems trying to keep track of the information recorded because of the constant turnover of contact persons within the organizations and the large number of organizations involved.

THE VOLUNTEER MANAGEMENT MODEL

The Consultants were asked how they were involved with recruitment, selection and placement, orientation training, supervising, evaluating and recognizing volunteers.

Recruitment

The Consultants are primarily involved indirectly with recruitment or volunteers through their consulting with the

organizations in their regions. They are, however, directly involved with recruiting volunteers for some Regional Organizations and specific Department projects (such as the Manitoba Games).

Selection and Placement

Consultants are involved with the selection and placement of volunteers on an indirect level. Their role is mainly an advisory one.

Orientation

Orientation is provided for volunteers which have been recruited directly by the Consultants. In addition, consultants have provided orientation to Recreation Commission, committees, Sport Associations and other volunteer organizations as requested.

Training

Consultants (1) identify needs for training; (2) provide opportunities, assist financially and encourage attendance at provincial and regional training events; (3) conduct training events for specific groups in the region; (4) provide resource materials.

Supervision

There is no direct supervision provided to volunteers through the Regional Consultants.

Evaluation

No formal evaluation methods have been developed and utilized with volunteers.

Recognition of Volunteers

Each region seems to have various forms of recognizing volunteers. Examples sited are certificates, pins, dinners, and thank you letters. There does not appear to be any standardized methods of volunteer recognition throughout the Province.

TRAINING TOPICS

The Consultants were presented with a list of possible training topics. They were asked to check and to then priorize

(from one most important, to five) the topics in which volunteer organizations need training.

In order of importance, the topics selected are:

1) Volunteer Management (recruitment, selection, training, evaluation, supervision and recognition of volunteers)
2) Long and Short Term Planning
3) Responsibilities of a Board or Executive
4) Conducting Effective Meetings
5) Problem Solving and Decision Making.

Figure C-6 displays the training topics and ratings.

FIGURE C-6

TRAINING TOPICS IN ORDER OF IMPORTANCE

Rating	Topic
1.	Volunteer Management (recruitment, selection, training, evaluation, supervision, recognition)
2.	Long and Short Term Planning
3.	Responsibilities of a Board or Executive Member
4.	Conducting Effective Meetings
5.	Problem Solving and Decision Making
6.	Management Skills
7.	Fundraising
8.	Leadership and Group Dynamics
9.	Staff/Volunteer Relations
10.	Financial Management
11.	Marketing and Public Relations
12.	Interpersonal Skills
13.	Effective Speaking/Communication Skills
14.	*Others

*Others include: 'Facility Management' and 'How to Gain Support from Council'

The Consultants were also asked to select topics which they felt volunteer groups would be most receptive to and interested in. The most common selections were: (1) fundraising (2) Volunteer Management (3) Responsibilities of a Board or Executive Member (4) Staff-volunteer relations and (5) Marketing and Public Relations.

APPROACHES TO TRAINING

It was felt that the best methods or formats to approach the training of volunteer organizations would be through a series of local, community-based workshops with some Regional and Provincial events. Appropriate resource materials must be available to enhance the training. There must be a follow-up to the training (rather than conducting one-shot affairs).

LIMITATIONS TO TRAINING

Certain limitations would exist as far as volunteers are concerned which could affect training. The limitations include: lack of time, cost, distances to travel, time of year (taking into account seasonal work and weather), motivation and attitude of the volunteers.

The limitations could be eliminated or lessened by minimizing distances and keeping the training local or community-based. Consultants could illustrate to the volunteer organizations, the need for training. The cost of training could be subsidized to encourage greater participation.

RESISTANCE TO TRAINING

Consultants were asked to indicate what resistance to training, if any, volunteer organizations may exhibit.

The most common response was that the organizations may not realize or perceive that they need training. The organizations may show a resistance to change. Volunteers may feel that they do not have the time to dedicate to training (over and above the time they dedicate to perform their volunteer

responsibilities).

In order to reduce the resistance to a minimum, volunteers would need to be supported and encouraged. A process could be developed to help volunteer organizations identify problems and realize their need for training. Training could be conducted at suitable times and at appropriate accessible locations.

VOLUNTEER ORGANIZATIONS NEEDS ASSESSMENT SURVEY

RECREATION PROFESSIONALS' GROUP INTERVIEW

Five group interviews were conducted with recreation professionals in the five regions, Westman, Parkland, Central, Interlake and Eastman. Interviews were conducted individually with three recreation professionals in the East Norman Region. Table D-1 depicts the number of recreation professionals interviewed by region.

The recreation professionals were Municipal or District Recreation Directors working in a community or number of communities throughout the Province.

Appendix "J" lists the recreation directors and their locations.

The purpose of the "Recreation Professionals' Group Interviews" was to solicit input into the needs of the volunteer organizations that the recreation directors relate to directly.

TABLE D-1

NUMBER OF RECREATION PROFESSIONALS INTERVIEWED
BY REGION

Region	Number
Westman	12
Parkland	4
Central	8
Interlake	4
Eastman	2
East Norman *	3
TOTAL	33

* The three interviews in the East Norman Region were conducted individually rather than in a group due to distances involved.

INVOLVEMENT WITH VOLUNTEERS

By the very nature of their jobs, the recreation directors are heavily involved with volunteers and volunteer organizations.

TYPES OF VOLUNTEER ORGANIZATIONS

The recreation directors are involved with various levels of volunteers and volunteer organizations. There are volunteers who supervise the director and volunteers who the director supervises. There are others who the directors relate to on a consulting or advisory capacity.

Types of volunteer organizations recreation directors relate to include:

- Recreation Commissions or Boards
- Recreation committees
- facility management groups
- Sport Governing Bodies
- Sport groups
- Art and cultural Groups
- Youth Groups
- Senior Groups
- Special interest Groups
- School Boards
- Municipal Councils
- Churches
- Office volunteers
- Programme volunteers
- Others

The recreation professionals were asked to generalize and use some words to describe how volunteer organizations they are involved with operate. Table D-2 displays both positive and negative descriptions.

TABLE D-2

SOME WORDS TO DESCRIBE VOLUNTEER ORGANIZATIONS

Positive	Negative
supervisors	lack of commitment
co-operative	unorganized
dedicated	lack of structure
involved	frustrating
business-like	demanding
co-ordinators	'never make happy'
managers	won't assume leadership
instructors	have other priorities (volunteering is low)
efficient	don't think they need help
satisfied	lack of direction
independent	burn-out high
act 'with heart'	'same people' all the time
enthusiastic	inefficient
self-sufficient	complainers
operated very well	defensive
committed	overworked
	want 'more'
	need leadership training
	operate poorly, haphazardly

FRUSTRATIONS IN DEALING WITH VOLUNTEERS

The recreation directors were asked to express some of the frustrations they have in dealing with volunteers.

The most common frustration seems to be that volunteers are unclear about what their roles are and about what the role is of the recreation director. (Mentioned by all respondants) Other frustrations include: volunteers are difficult to recruit; volunteers lack commitment; there is a lack of training opportunities for volunteers; volunteers do not realize the need for their training; volunteers expect to be paid for their services (therefore they are no longer volun-

teers); and finally, volunteers lack the skills they need to complete their jobs.

Figure D-3 lists the frustrations and percentage responding such.

TABLE D-3

FRUSTRATIONS IN DEALING WITH VOLUNTEERS

Frustrations	Percentage Responding
1) Unclear roles for volunteers and and recreation director	100%
2) Recruiting volunteers	57%
3) Lack of commitment	57%
4) Lack of training opportunities	57%
5) Not realizing the need for training	57%
6) Expecting to be paid	43%
7) Lack of skills	28%

PROBLEMS VOLUNTEER GROUPS ENCOUNTER

When asked what some of the most frequent recurring problems or stumbling blocks that volunteer groups seem to encounter or fail to deal with effectively, the most common responses were as follows: 1) Organizational structure; 2) recruiting new volunteers: 3) lack of training; 4) lack of funds; 5) lack of planning; 6) managing time and 7) providing leadership. Figure D-4 lists the problems and percentage responding such.

TABLE D-4

PROBLEMS VOLUNTEER GROUPS ENCOUNTER

	Problem	Percentage Responding
1)	Organizational structure	85%
2)	Recruiting new volunteers	43%
3)	Lack of training	43%
4)	Lack of funds	43%
5)	Lack of planning	28%
6)	Managing time	28%
7)	Providing leadership	28%

ASSISTANCE NEEDED

According to the recreation directors volunteer organizations seem to need assistance in the following skill areas: 1) Organizational structure; 2) recruiting new volunteers; 3) providing leadership; 4) conducting meetings; 5) public relations and communication; 6) administration (budgeting, bookkeeping, financial statements); 7) managing time and 8) planning. See Figure D-5.

TABLE D-5

ASSISTANCE NEEDED

	Skill Area	Percentage Responding
1)	Organizational structure	85%
2)	Recruiting new volunteers	71%
3)	Providing leadership	71%
4)	Conducting meetings	57%
5)	Public relations and communications	57%
6)	Administration	43%
7)	Managing time	43%
8)	Planning	28%

MECHANISMS TO COLLECT INFORMATION ON VOLUNTEERS

Few mechanisms have been initiated in the communities to collect information on volunteers.

Volunteer organizations are kept track of although there did not appear to be any formal methods in practice.

The number of volunteers, the volunteer hours contributed and the age, sex, education and occupation of volunteers do not appear to be collected.

Keeping the lists of volunteer organizations updated is difficult due to the turnover of volunteers within an organization.

VOLUNTEER MANAGEMENT MODEL

The recreation directors were asked how they were involved with the recruitment, selection and placement, orientation, training, evaluation and recognition of volunteers.

Recruitment: Most recreation directors seem to be directly involving in recruiting volunteers for some of the recreational programmes that they are providing and for some organizations that they are involved with. They are also indirectly involved with recruitment of volunteers through their consulting with and advising various organizations in their communities.

There does not appear to be any common planned recruitment strategies. Volunteers are recruited primarily through personal contact, word of mouth, through the volunteers' personal interests, advertising, letters and organizational meetings.

Selection and Placement: It seemed as though recreation directors do not perceive themselves being in the position of selecting and placing volunteers. Feelings are that volunteers would go when they are most needed, and programmes are modelled according to the skills of the volunteers. There was some mention of looking for specific persons and skills to fill a volunteer role and that at times "things just happen to fall in place".

Orientation: There did not appear to be any common, formal methods of providing orientation to volunteers in practice throughout the communities in which the recreation directors are involved.

Orientation is conducted on an individual basis. Background information is sometimes provided. In some instances, there is a policy manual for recreation commissions or committees which can be read.

Training: Recreation directors are involved with the training of volunteers by organizing specific training workshops, clinics, events for a group or number of groups within their communities. They provide on-the-job training for their volunteers. Information is provided about certain training events or resource materials available for volunteers. Certain volunteers are sponsored and encouraged to attend training events conducted through the Department of Fitness, Recreation and Sport and other agencies.

Evaluation: No formal methods of evaluating volunteers seems to be practiced.

Recognition: Volunteers are recognized, acknowledged and thanked in a number of various ways. Some of these ways include appreciation nights, banquets, certificates, written letters and cards, articles in local newspapers, small gifts and more.

TRAINING TOPICS

The recreation directors were presented with a list of possible training topics. They were asked to check and then to priorize (from 1 - most important, to 5) the topics in which they felt volunteer organizations that they are involved with need training.

The topics selected in order of importance are: 1) conducting effective meetings; 2) long and short term planning; 3) responsibilities of a board or executive member; 4) problem-solving and decision-making; and 5) volunteer management (recruitment, selection, placement, training, supervi-

sion, evaluation and recognition of volunteers). Figure D-5 displays the training topics in order of priority.

TABLE D-6

TRAINING TOPICS IN ORDER OF IMPORTANCE

Rating	Topic
1	Conductive Effective Meetings
2	Long and Short Term Planning
3	Responsibilities of a board or executive member
4	Problem Solving and Decision Making
5	Volunteer Management (recruitment, selection, placement, training, evaluation, supervision, recognition)
6	Leadership and Group Dynamics
7	Marketing and Public Relations
8	Fund Raising
9	Interpersonal Skills
10	Financial Management
11	Management Skills
12	Effective Speaking/Communication Skills
13	Staff/Volunteer Relations

Topics that the recreation directors felt the volunteer organizations would be most receptive to and interested in were indicated. The topics most commonly selected are: 1) conducting effective meetings; 2) fund-raising; 3) long and short term planning; 4) volunteer management (recruitment, selection, placement, training, supervision, evaluation and recognition of volunteers); 5) responsibilities of a board or executive member.

APPROACH TO TRAINING

The most appropriate methods to approach the training would be through the development of a packaged programme which is simple, short and effective. A series of workshops could be conducted locally (preferably) or regionally. Resource materials, audio-visual and written, should be incorporated and available. Recreation directors could be trained to conduct the training where possible.

LIMITATIONS TO TRAINING

It appeared as though certain limitations to training would exist in so far as volunteers are concerned. These include lack of time, costs, distances to travel, attitude of the volunteers and the volunteers' not realizing the need for their training.

The limitations could be lessened or eliminated by conducting the training locally; subsidizing the costs; having a professionally-prepared, interesting and effective programme package; and encouraging attendance at various events.

RESISTANCE TO TRAINING

The volunteers may exhibit a certain amount of resistance to training. The volunteers may perceive that they lack the time. They may not be willing to travel. They may not realize that they need training or that it could possibly help. They may show a resistance to change.

It was felt that some of the resistance could be reduced by being sensitive to the needs of the volunteers. Training conducted locally would reduce any resistance to travel. A process of educating volunteers to the importance and need for training could be developed. Methods of marketing the training events would show the volunteers what they could expect to get out of it. The events themselves should be interesting, fun and understandable.

THE RELATIONSHIP BETWEEN RECREATION DIRECTOR AND COMMISSION/ BOARD

Thirty-two of the thirty-three recreation directors interviewed had a board/commission or policy-making group. The recreation directors were asked how they could best describe the volunteer/staff relationships. In this case, the board/ commission or policy-making group members are considered volunteers, the recreation directors, staff.

About half of the recreation directors felt that there was a good relationship between volunteers/staff or that it was getting better.

There were however concerns expressed that there is a lack of communication and that often board/commission, policy-making group responsibilities fall on the shoulders of the recreation directors.

Of the recreation directors interviewed, 88% indicated that they receive their supervision from the board/commission members. (The other 12% receive their supervision from the Town Administrator or Mayor).

The type of supervision provided was described as being 'loose', 'minimal' and 'crisis' supervision. There is an informal form of supervision through regular meetings, discussion and phone calls.

Eighty-two percent of those interviewed stated that they did not have any formal type of performance evaluation conducted. Eighteen percent of those interviewed have their performance evaluated formally by the commission/board or policy-

making group.

Comments regarding their evaluation include that they are evaluated by the 'success of their programmes', by the 'community as a whole', and that they are 'happy if there are no complaints'.

VOLUNTEER ORGANIZATIONS NEEDS ASSESSMENT SURVEY

CASE STUDY: PARKLAND REGION'S UTILIZATION OF A CO-ORDINATOR OF VOLUNTEERS

In 1981/82 Parkland Region of the Department of Fitness, Recreation and Sport applied for and received one Co-ordinator of Volunteers Position through the Volunteers in Public Service Program, Employment Development and Youth Services Branch, Department of Labour and Employment Services. Funding was renewed during the 1982/83 fiscal year.

In this case the Co-ordinator of Volunteers dealt specific with sport development and with sport organizations.

For the purpose of this report the Co-ordinator of Volunteers, Paula Nichols in conjunction with the Senior Regional Recreation Consultant, Elmer Billows, was requested to prepare a case study of the region's utilization of the Co-ordinator of Volunteers position.

Although the Co-ordinator was specifically for sport (it is recommended that a regional Co-ordinator of Volunteers be involved with all the various types of recreation organizations concentrating on volunteerism in general and the Volunteer Management) the program has proven to be very effective.

According to Paula Nichols:

> "Overall, the Co-ordinator of Volunteers position in the Parkland region has proven to be a success. The enormous number of volunteers that were tapped at the regional level for the sport development program was unforeseen. This number is just skimming the surface as there are so many volunteers working at the local level who are unknown beyond

this level.
Not in any other region in the country have records been kept on volunteers working for any aspect of fitness, recreation or sport. These records include: age, sex, occupation, number of volunteer hours contributed as well as the motivations for volunteering. Volunteers in the Parkland have contributed a phenomenal amount of time towards the development of sport, but really the true amount of volunteer time spent is inconceivable.

The concept of regional volunteer associations has been proven as people from all areas of the Parkland region are representing their community. The volunteers involved are pleased with the program; its progresses and possible future achievements.

If the program were discontinued, some of the associations would break down and fade out of the picture. These associations with fewer volunteers involved, need more support, direction, and encouragement that associations who have a greater number of volunteers involved. It is important that the volunteers know that there is someone they can call to for "help" or to receive information, etc. This is a need that will never change, no matter how long the association has been in existence. A program such as this takes several years to develop nearly to the point of self-sufficiency.

In the future, it is hoped that each provincial sport governing body will have a regional representative on its executive and that the provincial bodies are aware of the regional concept.

Based on the amount of volunteer and sport development that has occured in the Parkland region, it is recommended that a Co-ordinator of Volunteers be a priority in every region in the province. Even a full time Co-ordinator of Volunteers cannot meet the needs of all special interest groups in the region. It is also recommended that a volunteer development workshop be organized for all recreation directors and consultants in the province."

For reference the complete case study is found in Appendix "F" of this report.

VOLUNTEER ORGANIZATIONS NEEDS ASSESSMENT SURVEY

SUMMARY & CONCLUSIONS

METHODOLOGY

* "Organizational Profile" Questionaires were completed and returned by 73 organizations.

* Indepth interviews were conducted with representatives from 30 organizations.

* Eight interviews were conducted in 7 Regions with 15 Department of Fitness, Recreation and Sport Consultants.

* Group or individual interviews were conducted with 33 Recreation Professionals.

* A case study of the Parkland Region's utilization of a Co-ordinator of Volunteers was prepared and examined.

WHO VOLUNTEERS?

The findings show that slightly more men (50%) than women (40%) and primarily those between the ages of 25-44 are members of the volunteer organizations involved in the needs assessment survey.

The majority of the members (53%) have been involved with their organization for two years on less. This indicates that the turn-over of volunteers within an organization is fairly high.

There does not appear to be any dominant occupation category although homemakers (22%), farmers (16%) and educators (11%) are the most frequently mentioned.

LEVEL OF ORGANIZATONS

There were three levels of organizations as depicted in Figure F-1. The majority of the organizations are local.

FIGURE F-1

LEVEL OF ORGANIZATIONS

Level	# Interviewed	% of Ttl. Interviewed	# Ret. Organizational Profile	% Ret. O.P.'s	Ttl. #	% of Total
Regional	7	23%	8	11%	15	15%
District	6	20%	29	40%	35	34%
Local	17	57%	36	49%	53	51%
TOTAL	30	100%	73	100%	103	100%

TYPE OF ORGANIZATIONS

Figure F-2 lists the types of organizations. Together Recreation Commissions, and Recreation Committees/ Community clubs comprise the majority of the organizations.

FIGURE F-2

TYPE OF ORGANIZATIONS

Type	# Interviewed	% of Total Interviewed	# Ret. Organizational Profile	% Ret. O.P.'s	Ttl. #	% of Total
Recreation Commission	9	30%	35	48%	44	43%
Recreation Committee/ Community Club	10	33%	19	26%	29	28%
Sport Organization	5	17%	3	4%	8	8%
Cultural & Art	5	17%	9	12%	14	13%
Facility Operator	0	0%	4	5%	4	4%
Others	1	3%	3	4%	4	4%
TOTAL	30	100%	73	100%	103	100%

NUMBER OF YEARS IN EXISTENCE

The mean (average) number of years in existence is 10; the mode (most frequent) is 3 years.

EXECUTIVES

A very large majority of the organizations have formal executives.

BY-LAWS AND CONSTITUTIONS

A large majority also are formed by by-laws and constitutions.

NUMBER OF MEMBERS

The mean number of members and the mode, is 10 members.

COMMITTEES

The majority (55%) are subdivided into committees.

ESTIMATED ANNUAL BUDGETS

Budgets range from $500 - 700,000, although the majority (61%) fall below $35,000 per year budget.

MEETINGS

A vast majority of the organizations (73%) meet once per month.

TRENDS IN VOLUNTEERISM

There are several strongly pronounced trends shown throughout the findings of the Volunteer Organizations Needs Assessment Survey. These are explained in the following sections on problems and frustrations.

PROBLEMS AND FRUSTRATIONS

Recruitment of Volunteers

The most common problem experienced by volunteer organizations is the recruitment of volunteers. This is shown unanimously through the findings of the Organizational Profile questionaire, the volunteer organizations interviews, the recreation consultant interviews, and the recreation professional interviews. It was expressed that there are "the same people volunteering all the time" and that it is very difficult to get new people involved.

However, the findings also show that the majority of organization members have been involved for two years or less. This indicates a fairly high turnover and that the problem of Keeping Volunteers is a major concern, as expressed.

Practice of the Volunteer Management Model

If one reaches deeper however, the formal volunteer management model of recruitment, selection, training, supervision evaluation, and recognition is practiced by very few, if any, of the organizations or staff. Not having a formalized plan for the above could possibly explain why recruitment of volunteers (and consequently maintenance) is such a problem.

Lack of Commitment

A lack of enthusiasm and the non-commital attitude of volunteers is another common problem. This, too, could possibly have stemmed from the lack of a volunteer management model. There does not appear to be the direction that is required and needed by the volunteers.

Organizational Management

Recreation consultants and recreation professions viewed the lack of base-level organizational management as a problem. Again, the problems of recruiting and keeping volunteers could stem from this as would the lack of community support and public apathy.

Lack of Funds

Volunteer organizations seem to feel that they lack the funds necessary to do their jobs and that they have difficulty obtaining and allocating funds.

Lack of Time

Members feel they lack the time to do their jobs. This indicates that they need more involvement from others

(recruitment, again); a more effective method of carrying out their responsibilities (organizational management); or better planning (the lack of planning was a concern mentioned).

Lack of Training

Staff viewed the volunteers lack of training as a problem. This was not expressed by the volunteers. The volunteers did seem to be receptive to receiving training in the future.

Recreation Consultants and Directors Frustrations

Recreation consultants and directors had specific frustrations in dealing with volunteers which relate to the inability of the volunteers to manage their organizations effectively. The frustrations include: the volunteers being unclear about their roles; their difficulty in recruiting volunteers; their lack of training; their not realizing a need for training; the volunteers' poor base-level organizational management levels; the consultant and directors unrealistic expectations of volunteers; and the consultants and directors inability to provide the supports needed. All these findings indicate that there is a need for assistance in the areas of basic organizational and volunteer management.

Assistance Needed

The Organizational Profile findings, the volunteer organizations interviews, recreation consultant interviews and recreation professionals interviews all indicate that the Department of Fitness, Recreation and Sport could assist the volunteer organizations through the provision of training opportunities, organizational development support, and by providing financial assistance.

Training

Volunteer organizations, recreation consultants and recreation professionals were asked to select and priorize specific topics in which they felt volunteers needed and would commit themselves to for further training. The highest rated topics, common throughout all three interviews are:

1) Roles & responsibilities of a board or executive member.
2) Conducting effective meetings.
3) Long and short term planning.
4) Volunteer management (recruitment selection, training, supervision, evaluation and recognition of volunteers).
5) Financial management.
6) Problem-solving and decision-making.

Figure F-3 lists the topics and priorities.

FIGURE F-3

TRAINING TOPICS IN ORDER OF IMPORTANCE

Topic	Rating			
	Volunteer Organizations	Recreation Consultants	Recreation Directors	Combination
Roles and responsibilities of a board or executive member	1	3	3	1
Financial Management	2	10	10	5
Conducting effective meetings	3	4	1	2
Long and short term planning	4	2	2	3
Volunteer Management (recruitment, selection, training, evaluation, supervision and recognition)	5	1	5	4
Marketing and public relations	6	11	7	
Fundraising	7	7	8	
Management skills	8	6	11	
Effective speaking/communication skills	9	13	12	
Problem solving and decision-making	10	5	4	6
Leadership and group dynamics	11	8	6	
Interpersonal skills	12	12	9	
Staff/volunteer relations	13	9	13	
Others	14	14	14	

APPROACHES TO TRAINING

The overwhelming concensus to approach the training is through a series of local, community-based workshops, seminars or presentations that are simple, short and effective. This could be complemented by some Regional and Provincial events.

Professionally-prepared resource materials should be available to be used as tools in the training.

TIME COMMITMENT

Volunteers have indicated that they would be prepared to commit between 12 to 24 hours per year to improve their performance as a volunteer. This could be accomplished through 2 - 3 training events per year.

TIMING

Fall and spring are the preferred seasons for events to be conducted. There does not seem to be any strong preference for time of week although weekday evenings were most often preferred.

In conclusion, the findings of the Volunteer Organizations Needs Assessment Survey have indicated that there is a readiness and a need for organizational development and training, and volunteer management. This is necessary and vital for the volunteer organizations involved in leisure, recreation, sport and fitness activities throughout the Province of Manitoba.

The objectives of the Department of Fitness, Recreation and Sport have been developed in order that assistance be available to volunteers. Some of the objectives are as follows:

a) assisting communities, recreation associations and agencies to develop recreation opportunities allowing all Manitobans to participate in activities of their choice;

b) establishing and maintaining strong fitness recreation and sport commissions at the municipal, district and regional levels as well as assisting community volunteers to gain an understanding of how to effectively administer the operation of these commissions;

c) providing resources and developing training opportunities to support recreation development efforts; and

d) assisting provincial sport associations with the growth and development of their activities, thereby allowing any Manitobans increased opportunities to participate in sport activities of their choice and skill level. [1]

It is hoped that the recommendations presented in this report be adopted by the Department of Fitness, Recreation and Sport and that a concentrated effort be expended in the development and training of the volunteer organizations to assist them in becoming more effective in providing leisure, recreation, sport and fitness opportunities for those citizens in the communities they serve.

1 'Annual Report', Department of Fitness, Recreation and Sport. Province of Manitoba, 1980-1981 (pp. 5-12).

APPENDIX "A"

ORGANIZATIONAL PROFILE: FOR VOLUNTEERS IN FITNESS, RECREATION & SPORT

QUESTIONAIRE

MEMBER PROFILE

Person #	Years Involved	Present Position	Age: Under 24	Age: 25 - 44	Age: 45 - 64	Age: 65+	Male or Female	Occupation
1								
2								
3								
4								
5								
6								
7								
8								
9								
10								
11								
12								
13								
14								
15								

Legend: Please complete the following "Member Profile" for your organization.

Person # - numerical listing; names are not required.

Present Position in Organization - Example: Chairman, Secretary, Member-at-large, etc.

Years Involved in Organization - the number of years each person has been a member of the organization

Age - check age category (✓)

Male/Female - Indicate M or F

Occupation - employment profession, trade. Example: teacher, farmer, homemaker, etc.

If more than 15 members please attach another sheet.

Please accept our sincere appreciation for helping us out. Thank you very much.

Organizational Profile:

FOR VOLUNTEERS

IN

FITNESS, RECREATION AND SPORT

Name of Organization: _____

Mailing Address: _____ Postal Code _____

Contact Person: _____ Phone: home _____

(for additional information, if needed) business _____

MANITOBA

DEPARTMENT OF FITNESS, RECREATION AND SPORT

ORGANIZATIONAL DESCRIPTION

1. Geographic Areas covered _____

   _____

   _____

   (eg. municipalities, towns, villages, city, etc.)

2. Community(ies) represented _____

   _____

3. Number of years in existence _____

4. Approximate number of volunteers active in the organization _____

5. Estimated annual budget $ _____

6. Main aim of the organization _____

   _____

   _____

   _____

7. How often does your organization meet?

   less than once/month _____ bi-weekly _____

   once/month _____ other (specify) _____

8. Is your organization subdivided into committees? _____ Yes _____ No

9. Please list the 5 or 6 main tasks, responsibilities or jobs your organization carries out (eg. runs programs on XYZ, prepares budget, etc.)

   a) _____

   b) _____

   c) _____

   d) _____

   e) _____

   f) _____

10. What problems and frustrations do you face as a voluntary organization trying to perform the main tasks? _____

    _____

    _____

    _____

    _____

11. Which of the main tasks, responsibilities and jobs that you carry out would you like to be able to do better? _____

    _____

    _____

    _____

    _____

12. How could the Department of Fitness, Recreation and Sport assist you in becoming more effective in performing your main tasks, responsibilities and jobs? _____

    _____

    _____

    _____

APPENDIX "B"

DEPARTMENT OF FITNESS, RECREATION & SPORT
REGIONAL RECREATION DEVELOPMENT SECTION
VOLUNTEER ORGANIZATIONS FORMED BY BY-LAWS
AND CONSTITUTIONS

DEPARTMENT OF FITNESS, RECREATION AND SPORT
REGIONAL RECREATION DEVELOPMENT SECTION
VOLUNTEER ORGANIZATIONS FORMED BY BY-LAWS & CONSTITUTIONS

To Be Surveyed with "Organizational Profile"
Mail-out Questionnaire

REGION: Westman

(25) Minnedosa District Recreation Commission
Souris Valley District Recreation Commission
N.C.C.E. District Recreation Commission
Midwest District Recreation Commission
Prairie West District Recreation Commission
Daly Saskatchewan District Recreation Commission
Antler River District Recreation Commission
Turtle Mountain District Recreation Commission
Glenwawa District Recreation Commission
Birtle Ellice District Recreation Commission
Elkhorn & District Community Recreation Commission
Erickson Community Recreation Commission
Glenboro Community Recreation Commission
Boissevain & Morton Community Recreation Commission
Killarney & District Community Recreation Commission
Neepawa Community Recreation Commission
Rapid City Community Recreation Commission
Reston Community Recreation Commission
Baldur & District Community Recreation Commission
Virden Community Recreation Commission
Arts West Council
Westman Senior Citizens Council
Westman Sport Associations
Viscount Arts Council - Neepawa
Brandon Arts Council
Virden Arts Council

REGION: Central

(42) Inter-ridge Recreation District
Lorne Recreation District
Louise Recreation District
Tiger Hills Recreation District
Carman/Dufferin Recreation Commission
Cartwright/Roblin Recreation Commission
Crystal City Recreation Commission
Gretna Recreation Commission
R.M. Lansdowne Recreation Commission
MacDonald Recreation Commission
MacGregor Recreation Commission
Morden Recreation Commission
Pilot Mount Recreation Commission
R.M. Portage la Prairie Recreation Commission
Portage la Prairie Recreation Commission
St. Francois Xavier Recreation Commission
Somerset Recreation Commission
R.M. of Thompson Recreation Commission
Treherne Recreation Commission
Westbourne Recreation Commission
Winkler Recreation Commission
Central Region Sport Council
Pembina Valley Senior Citizens Council
Central Plains Citizens Council
Altona Recreation Committee of Council
Emerson Recreation Committee
Gladstone Recreation Committee
Glenella Recreation Committee
Westlake Development Corporation R.M. Lakeview
Manitou Recreation Committee of Council
St. Jean Recreation Committee of Council
Morris Recreation Committee of Council
Notre Dame de Lourdes Arena Board

Plum Coulee Recreation Committee
Roland Recreation Committee
Springstein Recreation Committee
Holland Recreation Committee
Plumas Recreation Committee
Mariapolis Recreation Committee
Sperling Recreation Committee
La Salle Recreation Committee
Rosenfield Recreation Committee

REGION: Parkland
(14) Rossburn Silver Creek District Recreation Commission
Roblin Shell River Hillsburg District Recreation Commission
Dauphin Ochre District Recreation Commission
Russell Binscarth District Recreation Commission
Swan River Benito District Recreation Commission
Ste. Rose Lawrence District Recreation Commission
Intermountain District Recreation Commission
Village of McCreary Recreation Commission
Village of Ethelbert Recreation Commission
Pine River Recreation Commission
Cowan Recreation Commission
Birch River Recreation Commission
Mafeking Recreation Commission
Bowsman Recreation Commission
Village of Minitonas Recreation Commission
Sports Council

REGION: Interlake
(15) Eastern Interlake District Recreation Commission
Arborg Riverton District Recreation Commission
South Interlake District Recreation Commission
Selkirk Community Recreation Commission
R.M. of East St. Paul Recreation Commission

R.M. of West St. Paul Recreation Commission
R.M. of St. Andrews Recreation Commission
R.M. of Rosser Recreation Commission
Regional Senior Citizens Council
Regional Sport Association
Regional Games Committee
Regional Minor Hockey Council
Regional Figure Skating Association
Regional Soccer Association
Regional Performing Art Association
Winnipeg Beach Recreation Commission

REGION: Eastman
(11)
Ste. Anne Recreation Commission
La Broquerie Recreation Commission
Steinbach Recreation Commission
R.M. of Springfield Recreation Commission
R.M. of De Salaberry Recreation Commission
Brokenhead River District Recreation Commission
Lac du Bonnet Pinawa District Recreation Commission
South East District Recreation Commission
Sport Development Association
Manitou Rapids Arts Council
Eastman Juried Art Show

REGION: West Norman
(9)
Grand Rapids Recreation Committee
Flin Flon Recreation Commission
The Pas Recreation Commission (Kelsey Rec Commission)
NORMRA Recreation Commission
The Pas Arts Council
Flin Flon Arts Council
Lynn Lake Community Club
Cranberry Portage Community Club
Easterville Recreation Committee
Pre Cambrian Art Group

REGION: East Norman

(7) L.G.D. of Gillam Recreation Commission
Studio 55 (Artists in Thompson)
YWCA Thompson
Ma-Mow-We-Tak Centre
National Exhibition Centre- Leaf Rapids
St. Theresa Point Recreation Commission
Nelson House Recreation Commission

APPENDIX "C"

VOLUNTEER ORGANIZATIONS INTERVIEW FORM

DEPARTMENT OF FITNESS, RECREATION & SPORT

VOLUNTEER ORGANIZATIONS NEEDS ASSESSMENT SURVEY
INTERVIEW SCHEDULE

Name of Organization _____

Address _____

Telephone _____

Contact Persons _____ Phone: _____
_____ Phone: _____
_____ Phone: _____
_____ Phone: _____

Date Interviewed: _____

I Community

1. What community(ies) does your organization represent?

_____
_____

2. Describe the community: - population
- age groupings
- size of community
- economically
- socially
- culturally

II Purpose

1. What is the purpose of the organization?

2. Is this purpose stated in writing?

3. Are citizens in the community aware of the purpose of the organization

4. How are they made aware of the purpose?

III History and Development

1. When did your organization being?

2. Why was the organization formed?

3. Who was responsible?

4. How has the organization developed or changed since it began?

5. (a) Has the purpose changed from when the organization began to what it is now?

   If yes,

   (b) In what ways?
   (c) For what reasons?

IV Organization Structure

1. (a) What positions do you have on your Board/Commission/Committee (example: Chairman, Secretary, Treasurer, Members-at-Large, etc)?
   (b) Number of members.

2. (a) Does the organization have written by-laws and constitutions?

   If yes?

   (b) Are members aware of these?
   (c) How are they made aware?
   (d) Have the by-laws and constitutions been revised in the past 12 months?
   (e) When was the last time they were reviewed?

3. (a) Is there an organization chart?

   If yes?

   (b) Illustrate by diagram.

4. (a) Is your Board/Commission/Committee divided into committees?

   If yes?

   (b) What are they and how many members has each? (complete below)

Committee	No. of Members
_____	_____
_____	_____
_____	_____

V Policies & Procedures

1. Do you have written policies, rules and regulations?

_____ forms	_____ charges & fee procedures
_____ permits	_____ systems of requisition
_____ rentals	_____ availability of materials & supplies
_____ inventories	_____ safety considerations

2. Who is responsible for preparing the policies?

3. Who is responsible for approving the policies?

4. Who is responsible for monitoring the policies?

VI Meetings

1. How often does the organization meet?

2. How long do the meetings usually last?

3. Is there an agenda?

4. Is there a written copy of the agenda for each attendant?

5. Who prepares the agenda?

6. Who calls the meetings?

7. (a) Are minutes recorded and circulated?
   (b) By whom?
   (c) To whom?
   (d) By when?

8. In your opinion, how effective are the meetings?

9. How could the meetings be more effective?

10. Are there any recurring problems you are faced with in conducting the organization's meetings?

VII Council/Organization Relationships

1. Do any members of Council(s) sit on your Board /Commission/Committee?

   If Yes.

   (a) How many?
   (b) In what capacity?
   (c) How were these members selected or assigned to sit on the Board?

2. How do you keep council(s) informed? (Does council get notices of meetings and events, minutes of the meetings etc.)

VIII Volunteer Involvement

1. (a) How are volunteers involved in your organization? What do they do?
   (b) How many?
   (c) In what roles?

2. What benefits are there in volunteer involvement?
   i) for the volunteers
   ii) for the organization
   iii) for the community

IX Community Needs

1. What community needs are being met through your organization?

2. Who identifies these needs?

3. How are they identified?

4. What community needs would you like to meet and are not doing so at the present time?

5. What is preventing you from meeting these needs?

X Funding

1. How is your organization funded?

2. What fund raising activities do you conduct?

3. How do you prepare your budget?
   (a) When is the budget prepared?
   (b) For how long? ie: 1 year
   3-4 years
   (c) Who prepares the budget?
   (d) Who approves the budget?
   (e) Is there an annual plan for programme costs?
   (f) Is there an annual plan ofr programme revenues?

XI Programmes and Services

1. What programmes and services does your organization provide?

2. What other organizations, if any, do you work with in providing these programmes and services?

3. How are these programmes and services made known to the public?

XI Staff

1. (a) Does the organization have a paid staff person?
_____ Yes _____ No

(b) If yes, _____ full-time
or
_____ part-time

2. What problems, if any, do you encounter in dealing with staff?

3. (a) Who provides supervision for the staff?
(b) What type of supervision is provided?
(c) Do you have a written job description for the staff person?

4. How is the staff person evaluated?

5. As a volunteer organization, how do you feel about having staff to supervise?

XIII Leadership Development

1. Is there an adequate number of volunteers and leaders to run the programmes and services you provide as an organization?

2. (a) How do you recruit volunteers?

(b) Who does the recruiting?

(c) Who do you recruit?

(d) Do you encounter any problems trying to recruit volunteers? If you do, what are these problems?

3. (a) Do you provide leadership training opportunities for the volunteers?

(b) If yes, please give examples:

4. How do yo place volunteers in their specific positions? Are volunteers given the opportunity to choose their positions?

5. (a) Do you provide any type of orientation training for new volunteers?

(b) If yes, how do you orient the individual to the organization and to what is their specific role?

6. A job description specifies a job title, line of authority, duties, responsibilities, and the supervision given and received by an individual.

(a) Does each volunteer have a job description?

7. How are the volunteers in your organization evaluated?

(a) How do you know if they are doing a good job, bad job, needs to improve, etc.?

(b) How do you let the volunteers know?

8. How do you recognize (or reward, acknowledge) volunteers?

XIV Main Tasks of the Organization

What are 5 or 6 main tasks, responsibilities or jobs your organization carries out (example runs programmes on XYZ, prepares budget, etc.)?

XV Problems

1. What problems and frustrations do you face in the organization trying to perform your main tasks, responsibilities and jobs.

2. Which of the tasks would you like to be able to do better?

XVI Assistance Needed

1. What assistance do you need?

2. (a) In your opinion, who could best help you and how?
   (b) How could the Department of Fitness, Recreation & Sport assist you?

XVII Training Needs

1. (a) Which of the following topics do you feel members in your organization would commit themselves to for further training (information or skills) in order to better prepare the individuals for their role in the organizaion and thereby improve the effectiveness of the organization?

_____ Roles and responsibilities of a board or executive member

_____ Volunteer Management (recruitment, selection, training, evaluation, supervision, recognition)

_____ Staff/Volunteer relations

_____ Fund Raising

_____ Financial Management

_____ Conducting Effective Meetings

_____ Marketing and Public Relations

_____ Long and Short Term Planning

_____ Management Skills

_____ Problem Solving and Decision Making

_____ Interpersonal Skills

_____ Effective Speaking/Communication Skills

_____ Leadership and Group Dynamics

_____ Others: (please specify)

_____ _____

_____ _____

(b) Now go back over the list of topics and order your choices from "1" (most important) to "5".

2. What would be the most appropriate approaches or formats to get the information to learn a skill?

3. (a) Where would you prefer to learn new information or skills?
   - locally
   - regionally
   - provincially

   (b) How far would you be willing to travel?

(c) How often?

(d) When?

i) time of year

ii) time of week

iii) time of day

4. (a) How much time are you personally prepared to commit to improve your performance as a volunteer?

_____ hours/year

(b) How much time do you feel other members of your organization would be prepared to commit?

_____ hours/year

XVIII Other comments and suggestions:

APPENDIX "D"

RECREATION CONSULTANTS INTERVIEW FORM

DEPARTMENT OF FITNESS, RECREATION & SPORT

VOLUNTEER NEEDS ASSESSMENT SURVEY

RECREATION CONSULTANT'S INTERVIEW

Names: _____

Region: _____ Date: _____

1. How are you as a Consultant for the Department of Fitness, Recreation & Sport involved with volunteers?

2. (a) What types of volunteer groups exist in your Region and you are involved with?
   (b) What are the benefits of volunteer involvement
      i) for the volunteers
      ii) for communities
   (c) What type of volunteer groups exist in your region and you are not involved with?
   (d) Are there any reasons why you are not involved with these groups?
   (e) To your knowledge, who, if anyone, is involved with them?

3. What trends have you noticed in volunteer leadership over the past two to three years? More? Less? etc.

4. What frustrations do you have as a Consultant in dealing with volunteers?

5. What are some of the most frequent recurring problems or stumbling blocks that volunteer groups seem to encounter/ or fail to deal with effectively?

5. What assistance have you as a Regional Consultant or has the Department of Fitness, Recreation & Sport provided for volunteer groups in the past year, or are planning to offer in the next year or so?

7. In what skill areas do volunteer groups seem to need most assistance?

8. How could you provide support to volunteer groups so that they could be most effective in their volunteer jobs. (status quo)

9. (a) What resources can you provide?
   (b) What resources do you need but are unable to provide?
   (c) What restrictions exist that make it unable for you to provide the resources? (ie: lack of skill or knowledge, time, money, distance, etc.)

10. How then, do you feel volunteer groups could best be assisted? (provide alternatives)

11. Who could best provide the assistance? (provide alternatives and priorize)

12. (a) What mechanisms, if any, have been initiated in your Region or in the Department to collect information on volunteers?
   (b) How do you keep track of:
      i) Volunteer Organizations - contact persons
      ii) Number of Volunteers
      iii) Volunteer Hours contributed
      iv) Age, sex, education and occupation of volunteers
   (c) What problems do you encounter trying to keep track of the above?

13. Are you involved in any way with:

(a) Recruitment of volunteers, if so, how?

(b) Selection and Placement of Volunteers, if so, how?

(c) Orientation of Volunteers, if so, how?

(d) Training of Volunteers, if so, how?

(e) Supervision of Volunteers, if so, how?

(f) Evaluation of Volunteers, if so, how?

(g) Recognition of Volunteers, if so, how?

14. (a) Which of the following topics do you feel volunteer groups need training in. (Please check)

_____ Responsibilities of a board or executive member

_____ Volunteer Management (recruitment, selection, training, evaluation, supervision, recognition)

_____ Staff/Volunteer Relations

_____ Fund Raising

_____ Financial Management

_____ Conducting Effective Meetings

_____ Marketing and Public Relations

_____ Long and short term planning

_____ Management skills

_____ Problem solving and Decision making

_____ Interpersonal skills

_____ Effective Speaking/Communication Skills

_____ Leadership and Group Dynamics

_____ Others: (please specify)

_____ _____

_____ _____

_____ _____

(b) Now go back over the list and order your choices from "1" (most important) to "5".

(c) Mark with an asterick (*) three topic areas to which you feel volunteer groups would be most receptive to and interested in.

15. What would be the most appropriate methods or formats to approach the training?

16. (a) What limitations would exist (eg. time, distance, costs, etc.) in so far as volunteers are concerned?
(b) How could these limitations be eliminated or lessened?

17. (a) What resistance, if any, do you feel volunteer groups may exhibit?
(b) How could the resistance best be dealt with to reduce resistance to a minimum?

18. Other comments and/or suggestions:

APPENDIX "E"

RECREATION STAFF GROUP INTERVIEW FORM

DEPARTMENT OF FITNESS, RECREATION & SPORT

VOLUNTEER NEEDS ASSESSMENT SURVEY

RECREATON STAFF GROUP - INTERVIEW

1. How are you, as a Recreation professional involved with volunteers?

2. What type of volunteers and volunteer groups are you involved with?

3. Is there an adequate number of volunteers and leaders to run the programmes and services you provide?

4. What are some words to describe how the volunteer groups you are involved with operate?

5. What are the benefits of volunteer involvement?
   i) for the volunteer
   ii) for the community

6. What frustrations do you have as a Recreation professional in dealing with volunteers?

7. What are some of the most frequent recurring problems or stumbling blocks that volunteer groups seem to encounter/ or fail to deal with effectively?

8. What skill areas do volunteers seem to need most assistance?

9. (a) How do you provide assistance to volunteers?
   (b) What type of assistance do you provide?

10 List resource packages or training events that you are aware of in your communities to provide assistance to volunteers.

11. What mechanisms, if any, have been initiated in your community to collect information on volunteers?

12. (a) How do you keep track of:
    i) volunteer organizations
    ii) number of volunteers
    iii) volunteer hours contributed
    iv) age, sex, education and occupation of volunteers
    (b) What problems do you encounter trying to keep track of above?

13. Are you involved in any way with:
    (a) Recruitment or volunteers, if so, how?
    (b) Selecton and Placement of Volunteers, if so, how?
    (c) Orientation of Volunteers, if so, how?
    (d) Training of Volunteers, if so, how?
    (e) Evaluation of Volunteers, if so, how?
    (f) Recognition of Volunteers, if so, how?

14. (a) Which of the following topics do yo feel volunteer groups that you are involved with need training in. (Please check)

_____ Responsibilities of a board or executive member

_____ Volunteer Management (recruitment, selection, training, evaluation, supervision, recognition)

_____ Staff/Volunteer Relations

_____ Fund Raising

_____ Financial Management

_____ Conducting Effective Meetings

_____ Marketing and Public Relations

_____ Long and short term planning

_____ Management skills

_____ Problem solving and Decision making

_____ Interpersonal skills

_____ Effective Speaking/Communication Skills

_____ Leadership and Group Dynamics

_____ Others: (please specify)

_____ _____

_____ _____

_____ _____

(b) Now go back over the list and order your choices from "1" (most importnat) to "5".

(c) Mark with an asterick (*) three topics you feel volunteer groups would be most receptive to and interested in.

15. What would be the most appropriate methods or formats to approach the training?

16. (a) What limitations would exist (eg. time, distance, costs, etc.) in so far as volunteers are concerned?

(b) How could these limitations be eliminated or lessened?

17. (a) What resistance, if any, do you feel volunteer groups may exhibit?

(b) How could the resistance best be dealt with to reduce resistance to a minimum?

18 (a) Does your organization have a board/commission or policy making group?

(b) If yes, how can you best describe volunteer/staff relationships?

19. (a) Who provides supervision to you as a staff person?
    (b) What type of supervision is provided?

20. How are you as a staff person evaluated? (eg. by whom, frequency)

APPENDIX "F"

CASE STUDY - PARKLAND REGIONS'S
UTILIZATION OF A CO-ORDINATOR
OF VOLUNTEERS

Co-ordinator of Volunteers
A Case Study
Parkland Region

Prepared by: Paula Nichols
Co-ordinator of Volunteers
Parkland Region

1. What has happened in the region because of the Co-ordinator of Volunteers position?

2. What would not have happened without the Co-ordinator of Volunteers?

3. Where, if continued, would you see the job going?

4. Included are the following:
   a) Co-ordinator of Volunteers job description
   b) Program goals and objectives

5. The following information is provided:
   - number of associations formed
   - number of volunteers involved
   - number of volunteers hours to date
   - profile of volunteers involved

6. The volunteer management system is outlined using the following categories:
   - recruitment
   - orientation
   - placement
   - training
   - evaluation
   - recognition

1. What has happened in the Parkland region because of the Co-ordinator of Volunteers position?

   - initiated and developed 23 regional volunteer sport associations.

   - assisted 23 bodies in developing an effective volunteer management system. ie. assisted them with recruitment, interviewing, orientation, training and evaluation of their volunteers.

   - assisted each volunteer association to develop and implement programs for the year utilizing volunteers.

   - provided ideas and support for their own administration and management as well as administration of their programs.

   - developed volunteer handbook which provided guidance for the volunteers.

   - this handbook included:
     - job description
     - responsibilities of the association
     - information on recruitment and publicity
     - sport development forms

   - developed application for funding, post-event and year-end reports for regional associations.

   - assisted with developing application for sport development funds to the sport branch in Winnipeg.

   - provided recognition in various forms to the volunteers.

- increased awareness of sport and volunteer opportunities through news releases, television interviews, news conference, posters, recreation director's newspaper columns, interviews with the press, Parkland Recreation News, etc.

- assisted in publicizing sporting events via posters, radio, television, and newspaper advertisements as well as word-of-mouth.

- the local media has taken more interest in sport in the area by following up on news releases and contacting the volunteers involved. This has given them recognition and a feeling of importance.

- provided opportunities for different sport volunteers to meet with each other and exchange ideas.

- showed regional associations the power they possess when issuing complaints or wanting results, ie. with Provincial Sport Governing Bodies.

- provided a training workshop entitled "Running Effective Meetings".

- regional sport development has advanced greatly, ie. figure skating, ringette, helping smaller communities, bowling - organizing tournament for all ages cross-country skiing - developing skills and leadership and getting families involved in a lifelong sport (including remote communities in the region), minor ball - in touch with coaches who are volunteers from each community, tennis and badminton - getting tournaments organized, encouraging participation and upgrading of skills.

- volunteers were educated to the regional concept and developed a stronger regional identity.

- as a result of the success and exposure, the Department of Fitness, Recreation and Sport were more aware of the whole area of volunteers and volunteer development. This is shown by additional applications for funding for other co-ordinators of volunteers positions in other regional offices and the hiring of one Co-ordinator of Volunteers for the central office.

- formalized with the regional consultants the volunteer management system.

- the consultants realized the importance of having a Co-ordinator of Volunteers who would assure that the volunteer's needs were being met (in order to retain volunteers).

- the Department of Labour and Employment Services was shown the number of volunteers involved in sport is enormous.

2. What would <u>not</u> have happened without the Co-ordinator of Volunteers? Based on question 1, the following would <u>not</u> have happened:

   - a handbook for volunteers would not have been developed.

   - the Department of Fitness, Recreation and Sport would not have applied for additional co-ordinator's positions.

- the regional consultants would not have had a Co-ordinator of Volunteers to meet the identified needs of volunteers.

- the Department of Labour and Employment Services may not have realized the number of volunteers involved in sport.

- the opportunity for volunteers for different sports to gather and exchange ideas would not have happened to the extent that it did.

- a training workshop for the volunteers would not have been organized.

- volunteers would not have realized to the existing extent that there are other volunteers who are as active in other interest areas.

Based on question 1, the following would have happened to a limited extent:

- not as many associations would have been developed.

- the associations would have received assistance for their initial recruitment, but the development of an effective volunteer management system would have been limited.

- recognition would have been provided to the volunteers, but on a much more limited basis.

- the awareness of sport and volunteer opportunities may not have increased so much as there would not have been as many news releases or interviews. A news conference would not have been organized allowing volunteers to communicate their programs to the media.

- the local media may not have taken more interest in sports events if they didn't receive so many news releases.

- regional sport development would have advanced, but probably at a slower pace.

3. Where, if continued, would you see the job going?

- the Co-ordinator of Volunteers role would change to a more consultative one in assisting the volunteer associations with problem areas.

- assist with the development of by-laws and constitution for the Parkland Sport Council.

- assess future training needs of both regional associations and the Parkland Sport Council.

- assist with the recruitment strategy for new members for the Parkland Sport Council.

- assist with the development of a survey for seniors groups in the Parkland to determine their volunteer structure and assistance required.

- continue to provide recognition for the volunteers.

- initiate the co-ordinator of the 1984 Manitoba Games.

- continue in the same capacity of encouraging and supporting volunteers.

4. See attached 1) "1982-83 Volunteers in the Public Service Program, Dept. Fitness, Recreation & Sport, Parkland Region, Goals, Objectives and Performance Measures"
2) "Co-ordinator of Volunteers for Sport, Job Description"

5. A) Twenty-three volunteer associations have been formed:
Parkland Sport Council Inc.
Parkland Alpine Skiing Association
Parkland Archery Association
Parkland Regional Badminton Association
Parkland Basketball Association
Parkland Bowling Association
Parkland Broomball Association
Parkland Cross-Country Skiing Association
Parkland Curling Association
Parkland Figure Skating Association
Parkland Golf Association
Parkland Gymnastics Association
Parkland Horse Council
Parkland Minor Ball Association
Parkland Minor Hockey Association
Parkland Old Timers Hockey Association
Parkland Ringette Association
Parkland Softball Association
Parkland Sport Shooters Association
Parkland Swimming and Scuba Council
Parkland Tennis Association
Parkland Table Tennis Association
Parkland Regional Volleyball Association

B) To date there are 207 registered volunteers. From April 1, 1982 to January 31, 1983, it is estimated that these people volunteered a total of 4,946 hours.

6. The Volunteer Management System

Recruitment - most of the volunteers were recruited by personal contact. The recreation directors gave the Co-ordinator of Volunteers names of people who may be interested in volunteering. News releases were submitted to all papers in the region as well as the radio and television.

Orientation - orientation to the Department of Fitness, Recreation and Sport, the Parkland Sport Council, and the purpose of the program was given at the organizational meetings for each sport. The handbook for volunteers was used as a guideline for the orientation.

Placement - most of the volunteers had already decided on the sport for which they wanted to volunteer. The volunteers had elections for placement of specific jobs on the executive.

Training - informal training has been provided in the form of consultation to the volunteers. For example, methods of publicity were discussed with various publicity chairpeople. A formal training workshop was held in November 1982 titled "Running Effective Meetings". Seventeen volunteers representing various sports attended the workshop with more people attending the banquet which followed.

Evaluation - the only kind of evaluation performed was when the volunteers filled in the year-end questionnaire. They answered a question concerning the performance of the executive members.

Recognition - recognition was provided in various forms:

Certificates of Appreciation
News Releases
Volunteer Pins
Banquet Presentations
Verbal and Written Thank You's

Co-ordinator of Volunteers for Sport

Job Description

- assists regional staff with the development of sport in the Parkland.

- assists in the initiation of regional sports associations.

- assists in the initial training of executive and administration of the regional volunteer associations.

- assists in the recruitment, orientation, placement, training and evaluation of volunteers involved in the executives of the formed volunteer associations.

- assists in the development of funding criteria for lottery allocations to regional sport development.

- will be involved with the establishment of regional sport competitions as a vehicle for sport development.

- assists regional volunteer sport associations regarding areas of concern. Acts as a resource. Attend meetings when required.

- assist the P.S.C. in the administration of its responsibilities. Prepares reports and attend meetings are required.

- develop written reports, press releases, articles and general correspondence necessary to accomplish required tasks.

- develop a handbook regarding duties and roles of executive members of sport association.

- represent the Dept. in radio and T.V. interviews as required.

- identify and develop training workshops for regional volunteer representatives in identified areas of need.

- participate in necessary staff training events as identified.

- evaluate the region in terms of sport development and make recommendations for future development and potential.

- develop evaluation tools for funding and administration of regional associations.

- other duties as assigned.

1982 - 83 VOLUNTEERS IN PUBLIC SERVICE PROGRAM

DEPARTMENT OF FITNESS, RECREATION AND SPORT

PARKLAND REGION

GOALS, OBJECTIVES AND PERFORMANCE MEASURES

GOALS:

1. To further promote volunteerism in sport in the Parkland region.
2. To further develop new sports in the Parkland region through the utilization of volunteers.
3. To increase opportunities for parkland residents to contribute to sports within the region through volunteer participation in their sport interest area.

OBJECTIVES	PERFORMANCE TARGETS	BASELINE DATA	MEASURES OF EFFECTIVENESS	DATA COLLECTION
1. To increase the numbers and types of Parkland citizens participating in the organizing of regional sports associations.	a) - to establish 6 summer sport associations by August 31st/82 with 20 communities represented.	a) - there are no summer sports associations established to date.	a) - the number of sports associations formed.	a) - list of executives of summer sports associations.
	b) - to involve a minimum of 30 volunteers in the summer sports associations.	b) - there are no volunteers involved in summer sports associations at this date.	b) - the number of volunteers involved in summer sports associations.	b) - volunteer profile sheets, application forms.
	c) - to involve 10 new volunteers in the winter sports associations.	c) - there are 96 volunteers involved in the winter sports associations.	c) - the number of new volunteers in the winter sports associations.	c) - list of executives of winter sports associations.
	d) - to ensure that all areas of the Parkland are represented in at least one sport by March, 1983.	d) - there are 3 areas of the Parklands not represented in sports prior to April, 1982.	d) - number of areas in the Parklands region involved in at least one sport.	d) - list of regions and number of sports programs in each region.
	e) - to ensure that 40% of volunteers involved in summer and winter sports associations are secondary labour force participants.	e) - the winter sports associations are comprised of 40% secondary labour force.	e) - number of volunteers who are secondary labour force participants.	e) - volunteer profile sheets.
2. To ensure that the volunteers participating in the Parkland sports associations are satisfied with their involvement.	a) - to have all volunteers complete a questionnaire regarding their involvement with sports associations at the time they complete their involvement.	[illegible] and implemented to some of the winter sports associations. a) - there have been no summer sport volunteers in the past who have been asked to complete a questionnaire	[illegible] questionnaire.	a) - [illegible] questionnaires.
	b) - 80% of volunteers respond favourably to their volunteer experience on the questionnaire.	b) - the winter sport volunteers who have filled in the questionnaires responded favourably about their volunteer experience.	b) - number of volunteers responding favourably.	b) - questionnaire results.
	c) - there will be at least an 80% return rate for the 1983-84 season.	c) - it is too early to assess % of volunteers returning in 1983-84.	c) - number of volunteers returning in the 1983-84 season.	c) - volunteer registration lists.
3. To improve the skills of the volunteers in the following areas: a) organization skills b) sport skills	a) - 80% of volunteers attending a workshop held in November, 1982 on organized skill development will complete an evaluation indicating what organizing skills were improved as a result of the workshop.	a) - there have been no workshops offered in the Parkland region to date.	a) - number of people indicating skill development; type of skills developed.	a) - questionnaire; surveys of presidents
	b) - to ensure that all summer sport associations have met, made organized plans, and applied for development funds for the 1982 season by June 30, 1982, and winter sports associations by November 30, 1982. Assistance will be provided to those associations encountering difficulties.	b) - there are no summer sports associations formed to date.	b) - number of associations making plans and applying for development funds by June 30, 1982. or by November, 30, 1982.	b) - organizational plans for each association; applications for funding received.

OBJECTIVES	PERFORMANCE TARGETS	BASELINE DATA	MEASURES OF EFFECTIVENESS	DATA COLLECTION
	c) - 80% of the volunteers will indicate in the year-end questionnaire that the executive members performed their jobs adequately.	c) - the winter sport people have indicated on the questionnaire that the executives are performing their jobs adequately.	c) - the number of volunteers indicating that the executives performed their jobs adequately.	c) - questionnaire.
	d) - the Coordinator will ensure that each sport association will organize at least one skills clinic.	d) - summer sports clinics have been organized, however not on a regional basis.	d) - the number of clinics organized for each association.	d) - records of clinics.
2. To increase the effectiveness of the Parklands Sport Council.	a) - the Parklands Sport Council will have a written description on how it will carry out its responsibilities by May 30, 1982.	a) - there is a set of written responsibilities, however the methods for carrying them out have not been discussed or written yet.	a) - the extent to which written action plan is developed by May 30, 1982.	a) - the written action plan.
	b) - the executive members will take an active role at each meeting by giving reports on their various duties.	b) - executive members are just new in their positions.	b) - number of executives giving reports at each meeting.	b) - the reports given by the members.
3. To increase the awareness of Parkland citizens of sports events and activities within the region.	a) - the "Parklands Recreation News" mailing list will increase by 20% by March, 1982.	a) - the present mailing list is 250 people.	a) - the number of people on the mailing list.	a) - the mailing list.
	b) - there will be at least one submission (article) every other month by a citizen in the region.	b) - presently, only about one article every 6 months is submitted by a citizen.	b) - the number of submissions made by citizens during the year.	b) - written submissions.
4. To increase the effectiveness of the Parkland region's involvement in the 1983 Manitoba Games through the Co-ordinator of Volunteers assistance (if applicable).	a) - to evaluate the existing Parkland Manitoba Games boundries and reorganize if necessary.	a) - there are some disagreements as to the present boundries and how functional they are for optimum participation.	a) - extent to which reasons for changing or keeping the same boundries accompanying a map are assessed.	a) - completed questionnaire on evaluation given to the members of the Manitoba Games Committee.
	b) - to assist the establishment of a Manitoba Games Committee representing all areas of the region.	b) - there was a committee for the past Manitoba Games, however, they have not committed themselves to the next games.	b) - number of the committee members recruited for the Manitoba Games and the number of areas represented.	b) - list of names of committee members and areas represented.
	c) - to assist in the establishment of a Games budget and funding formula by July 30, 1982.	c) - there is no real procedure developed for this as yet.	c) - extent to which budget and funding formula is developed by July 30, 1982.	c) - written budget and funding formulation.

PREPARED - APRIL, 1982

PROFILE OF VOLUNTEERS

1982-83
Parkland Region

Department of Fitness, Recreation and Sport

AGE	13-14		15-19		20-24		25-34		35-44		45-54		55-64		65+		Total	
Employment Sex Status	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
High School Students	1	2	1	2													2	4
	3		3														6	
University/ Community College Students				3		1											0	4
			3		1												4	
Employed			2	2	4	10	48	11	32	9	11	1	6	1	3		106	34
Unemployed						2		15	1	6		7		1			1	31
In Labour Force			4		16		74		48		19		8		3		172	
Not in Labour Force															6		6	0
															6		6	
Total	1	2	3	7	4	13	48	26	33	15	11	8	6	2	9	0	115	73
	3		10		17		74		48		19		8		9		188	

TOTAL: FEMALE - 73

MALE - 115

APPENDIX "G"

ORGANIZATIONAL PROFILE
FOR VOLUNTEERS IN FITNESS, RECREATION AND SPORT

VOLUNTEER ORGANIZATIONS NEEDS ASSESSMENT SURVEY

DEPARTMENT OF FITNESS, RECREATION & SPORT

ORGANIZATIONAL PROFILE
FOR VOLUNTEERS IN FITNESS, RECREATION AND SPORT

Region	Organization
Westman	Birtle-Ellice Recreation Commission
	Brandon Allied Arts Council Inc.
	Virden Community Arts Council
	Arts West
	Virden Community Recreation Commission
	Rapid City Recreation Commission
	Neepawa Recreation Commission
	NCCE Recreation District Commission
	Daly-Saskatchewan Recreation Commission
	Glenwawa Recreation District Commission
	Boissevain Morton Recreation Commission
	Baldur and District Recreation Association
	Reston Community Recreation Commission
	Ericson Recreation Commission
	Viscount Cultural Centre
Parkland	Cowan Recreation Commission
	Ethelbert Recreation Commission
	Swan River-Benito District Recreation Commission
	McCreary Recreation Commission
	Parkland Sport Council
	Pine River Recreation Commission
	Bowsman Community Skating Arenas
	Birch River Recreation Commission

Parkland (Cont'd)	Ste. Rose-Lawrence Recreation District Commission
	Village of Minitonas
	Russel Binscarth Recreation District Commission
	Intermountain Recreation District Commission
	Dauphin - Ochre Recreation District
	Roblin - Shell River - Hillsburg Recreation Commission
Central	Plum Coulee Sport and Recreation Commission
	Notre Dame Recreation Centre
	St. Jean Parks & Recreation Association Inc.
	La Salle Community Centre
	Mariapolis Recreation Committee
	Springstein Community Club Inc.
	Town of Altona Recreation Committee
	Winkler Recreation Commission
	Inter-Ridge Recreation Commission
	Rosenfeld Good Neighbour Centre
	Pilot Mound Recreation Commission
	Gretna Cooperative Athletic Association Inc.
	Holland Recreation Committee
	Tiger Mountain Pool Inc.
	Plumas Recreation Commission
	Gladstone Parks & Recreation Board
	MacGregor and District Recreation Association
	Westbourne - Longburn Community Club Inc.
	Louise Recreation Commission
Interlake	Interlake Sport Development Association
	East St. Paul Community Club
	Eastern Interlake Recreation District Commission
	Arborg Riverton Recreation Commission
Eastman	Eastman Sport Development Association
	Eastman Art Exhibit Organizing Committee

Eastman (Cont'd)	Commission des Loisoirs Ste. Anne
	Manitou Rapids Arts Council
	Brokenhead River Recreation District Commission
	R.M. of Springfield Recreation Commission
	Steinbach Parks and Recreation Commission
East Norman	Thompson Y.W.C.A.
	Gillam Recreation Commission
	Leaf Rapids National Exhibition Centre
	Ma-Mow-We-Tak Friendship Centre
West Norman	Cranberry Portage Community Club
	Grand Rapids Recreation Committee
	Lynn Lake Community Club Inc.
	Precambrian Arts Group
	Flin Flon Recreation Commission
	Kelsey Recreation Commission (The Pas)
	Northern Manitoba Recreation Association (NORMRA)
	The Pas Arts Council Inc.

APPENDIX "H"

VOLUNTEER ORGANIZATIONS INTERVIEWED

VOLUNTEER ORGANIZATIONS NEEDS ASSESSMENT SURVEY
DEPARTMENT OF FITNESS, RECREATION & SPORT

VOLUNTEER ORGANIZATIONS INTERVIEWS

Westman Region

- Arts West Council
- Killarney/Turtle Mountain District Commission
- Westman Sport Association

Parkland Region

- McCreary Recreation Commission
- Parkland Figure Skating Association
- Dauphin-Ochre District Recreation Commission
- Ste. Rose Minor Hockey Association

Central Region

- Morden Arts Guild
- Louise District Recreation Commission
- Mariapolis Recreation Committee
- MacGregor Recreation Association

Interlake Region

- East Selkirk Recreation Association
- Selkirk Parks & Recreation Board
- Arborg Arena Board
- Interlake Arts Centre
- Interlake Sport Development Association

Eastman Region

- Manigotogan Recreation Committee
- Steinbach Parks & Recreation Commission
- Eastman Sport Development Association
- Brokenhead River Recreation District Commission
- Manitou Rapids Arts Council

East Norman Region

Gillam Recreation Commission
Nelson House Recreation Committee

West Norman Region

Cranberry Portage Community Club
Flin Flon Arts Council
Grand Rapids Recreation Committee
Kelsey Recreation Commission (The Pas)
Lynn Lake Community Club
Easterville Recreation Committee
Northern Manitoba Recreation Association (NORMRA)

TOTAL INTERVIEWS = 30

APPENDIX "I"

RECREATION CONSULTANTS INTERVIEWED

VOLUNTEER ORGANIZATIONS NEEDS ASSESSMENT SURVEY
DEPARTMENT OF FITNESS, RECREATION & SPORT

RECREATION CONSULTANTS INTERVIEWS

Region	Consultants Interviewed
Westman	Ms. Chris Moore
	Mr. Bob Ash
Parkland	Mr. Elmer Billows
	Mr. Gary Dixon
Central	Mr. Dave Parkes
	Ms. Joyce Evans
Interlake	Mr. Dave Cain
	Ms. Jocelyn Renooy
Eastman	Mr. Terry Hoover
	Ms. Ellen Kelley
East Norman	Mr. Jim Hamilton
	Mr. Sam Antila
West Norman	Ms. Dorothy Davidson
	Mr. Dick Weibel
	Ms. Elaine Henderson

APPENDIX "J"

RECREATION PROFESSIONALS GROUP INTERVIEWED

VOLUNTEER ORGANIZATIONS NEEDS ASSESSMENT SURVEY
DEPARTMENT OF FITNESS, RECREATION AND SPORT

RECREATION PROFESSIONALS GROUP INTERVIEWS

Region	Recreation Director	Location
Westman	Mr. Jack Full	Boissevain
	Ms. Ann Barteaux	Birtle-Ellice Recreation District
	Mr. Dennis Decker	Mid-West Recreation District
	Ms. Linda Yablonski	N.C.C.E. Recreation District
	Mr. Eugene Todd	Neepawa
	Mr. Gordon Kennedy	Killarney/Turtle Mountain Recreation District
	Ms. Mae Rosteski	Antler River Recreation District
	Ms. Jane Anne McGraw	Glenwawa Recreation District
	Ms. Louise Malkowich	Daly Saskatchewan Recreation Dist.
	Mr. Larry McKillop	South West Recreation District
	Mr. Wade Bilodeau	Souris Valley Recreation District
	Ms. Debbie Kain	Minnedosa
Parkland	Mr. Ron Ober	Ste. Rose - Lawrence Recreation District
	Mr. Rick Lane	Rossburn-Silver Creek Recreation District
	Mr. Coots Riehl	Dauphin-Ochre Recreation District
	Ms. Cindy Sanford	Intermountain Recreation District

Central	Mr. Chris Sobkowicz	Morden
	Ms. Darlene Gall	Lorne Recreation District
	Mr. Brian LePoudre	Louise Recreation District
	Mr. Ian Legaree	Winkler
	Mr. Blair Graham	Carman-Dufferin
	Mr. Ian Galbraith	Inter-Ridge Recreation District
	Ms. Marilyn Thomas	Tiger Hills Recreation District
	Mr. Mike Alexander	Long Plains Indian Reserve
Interlake	Ms. Heather Campbell	South Interlake Recreation District
	Ms. Heather McBey	Arborg-Riverton Recreation District
	Mr. Sandy Prise	Eastern Interlake Recreation Dist.
	Mr. Vern Desmet	Selkirk
Eastman	Mr. Bruce Schade	Brokenhead River Recreation Dist.
	Ms. Pauline Bechtel	Steinbach
East Norman	Mr. Eric McCormick	Thompson
	Ms. Molly Robinson	Thompson Y.W.C.A.
	Ms. Cathy Barry	Gillam

APPENDIX "K"

JOB DESCRIPTION - CO-ORDINATOR OF VOLUNTEERS
1983 - 1984

JOB DESCRIPTION - Co-ordinator of Volunteers

Co-ordinator of Volunteers Proposed Areas of Responsibility for 1983-84 in which Volunteers would be involved.

1) EXPOSURE
   - to the importance of effective utilization of volunteers
   - the services, supports and resources which could be provided for volunteers
   - the value of the Co-ordinator of Volunteers' positions to the Department of Fitness, Recreation and Sport, Volunteer Organizations, Recreation Directors and general public.

   Activities

   a) commencing in April, presentation of Report and Recommendations to VIPS Program Manager, Volunteer Centre, Recreation Resources Development Section, Fitness Section, Regional Recreation Development Section, Supervisors, Directors, Research and Planning, Sport, Cultural Affairs.
   b) Preparation of a summary report to be distributed to all organizations involved in the "Volunteer Organizations Needs Assesssment Survey".
   c) Articles prepared for newspapers, magazines, journals.
   d) conducting a session at the MP .A and NORMRA Conferences and other related conferences, regionally and provincially.

2) TRAINING
   - of effective - utilization of volunteers
     - volunteer management model
     - specific topics indicated in Needs Assessment with Dept. of Fitness, Recreation & Sport staff, Recreation Professionals and Volunteer Organizazations.

Activities

- workshop for Recreation Consultants
- 4 Regional Workshops for District and Municipal Recreation Directors
- 5 Regional Workshops for Recreation Commissions, Committees, and Sport Associations.
- 5 pilot workshops community-based for specific organizations.

3) CO-ORDINATION

of volunteer planning committee for the 1983 Recreation Commission Members Conference.

Activities

- recruiting, interviewing, placing, orienting, training, preparing job descriptions, monitoring, supervising, evaluating and recognizing committee members.

4) RECRUITMENT

of Volunteer Resource Leaders to be utilized in training of Volunteer Boards at Regional and Community-based workshops, and Recreation Commission Members Conference.

Activities

Preparing a Resource Leader file and profiles.

5) RESOURCE DEVELOPMENT

Preparation of resource materials on volunteer management for taining activities and public education.

6) EVALUATION

of the effectiveness of a volunteer organization.

Activities

- preparing an assessment form and instructions for use

7) VOLUNTEER APPRECIATION

Development of a standardized system of Volunteer Appreciation and Recognition which could be used throughout the Province.

Activities

- setting criteria
- preparing application form and procedures
- awards, certificates and pins
- presentation to "Exceptional" Volunteers at Recreation Commission Members Conference.